

PAVED ARTS

STRATEGIC PLAN 2026 – 2031

September 2026

LAND ACKNOWLEDGEMENT

PAVED Arts is an artist-run centre operating on Treaty Six Land, encompassing the traditional homeland of numerous First Nations, including Ktunaxa, Tsuu T'ina, Woodland Cree, Stoney Nakoda and Plains Cree in the west; Beaver Lake Cree and Dene in the north; Blackfoot, Sioux, and Anishinaabe in the south; with the Cree and Metis nations spanning the entire territory.

We further acknowledge that the settler state of Canada has failed to honour Treaty Six. PAVED Arts advocates for decolonization undertaken in good faith, as an imperative to learn from the Indigenous world view and thereby engage in sustainable land-based knowledge and practices. We are committed to involving Black, Indigenous, and people of colour artists and cultural workers at every level of our organization, so as to reflect the spirit of this time and our community.

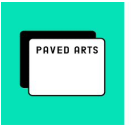


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Letter from the Board Chair & Executive Director

To our members, artists, supporters, and friends,

We're excited to share PAVED Arts' new Strategic Plan for 2027 through 2031.

At its heart, this plan is about people. It's about the artists who create here, the members who shape this organization, the staff, board, and volunteers who keep it running, and the many supporters, partners, and community members who believe in PAVED and the value of artist-run culture. Thank you to everyone who took the time to share your ideas, hopes, concerns, and ambitions as we developed this plan. Your voices are reflected throughout.

PAVED has always been more than a place, it's a community built around creativity and experimentation. For over 20 years, artists have come here to learn new skills, take risks, present their work, connect with each other, and imagine new possibilities. That spirit continues to inspire everything we do.

As we looked to the future, we asked ourselves some important questions. What does our community need from PAVED right now? How can we better support artists at all stages of their practice? How do we remain sustainable while staying true to our values? And how do we continue creating a welcoming, accessible, and vibrant space for our community?

The conversations that followed were energizing, inspiring, and at times challenging. We heard a desire for deeper connections, stronger support for artists and staff, greater accessibility and inclusion, and a continued commitment to the things PAVED is known for including gear rentals, workshops, and production and exhibition spaces under one roof. We also heard a strong belief in the importance of artist-run spaces and the unique role PAVED plays within Saskatchewan's cultural landscape.

This strategic plan is our response to these conversations. It provides direction for the next five years while leaving room for growth and adaptation. It reflects our shared commitment to supporting artists, strengthening our organization, building meaningful relationships, and ensuring that PAVED remains a thriving creative community for years to come.

Of course, a strategic plan is only the beginning. The real work happens in exhibitions, workshops, residencies, performances, conversations, and everyday acts of collaboration. Bringing this plan to life will require the ongoing energy, creativity, and participation of the people who make PAVED what it is.

We're excited about what lies ahead and grateful to be on this journey together. Thank you for being part of PAVED's story. We look forward to building the next chapter with you.

Warmly,

Shannon Lucky
Chair, Board of Directors

Travis Obrigavitch
Executive Director



PAVED Arts staff and Board of Directors, 2025-2026

Executive Summary

PAVED Arts (Photography, Audio, Video, Electronic, and Digital arts) has spent more than two decades providing access to media arts in Saskatoon's Riversdale neighbourhood. Home to both a production centre for local and visiting artists, as well as a presentation centre that exhibits and shares that work with the public, PAVED contributes to the vitality and creativity of Saskatoon and beyond.

Drawing on a stakeholder survey, an extensive review of the organization's activities, documents, and previous planning material, and a full-day, in-person strategic planning session held with the full staff and board of directors, this strategic plan sets direction for 2026 through to 2031.

The plan builds on the strengths of the organization over the years, while addressing emerging topics and areas of concern such as AI, a changing funding landscape, and opportunities to strengthen PAVED Arts' unique profile within the community.

From this context, PAVED Arts is committed to focusing on the following core priorities over the next five years:

- 1. Strengthen our Community Accountability & Indigenous Engagement**
Building an organization that reflects, includes, and is shaped by the communities it serves.
- 2. Grow our Programs: Access, Presentation, & Experimentation**
Supporting artists at every stage, from first workshop to exhibition.
- 3. Build our Space & Production Capacity**
Ensuring an accessible, purposeful space.
- 4. Invest in our People: Staff, Board, & Members**
Strengthening staffing, board governance, and member relations.
- 5. Expand our Visibility & Community Partnerships**
Championing our strengths, while focusing on meaningful and reciprocal partnerships.
- 6. Diversify our Funding Streams**
Building a sustainable and accountable organization.

This 2026-2031 Strategic Plan is built to be innovative, inclusive, and action-oriented. While it references ongoing programs and initiatives that are foundational to PAVED Arts, it also sets out a number of bold priorities that will drive choices, grant applications, and organizational efforts over the coming years.

PAVED Arts' Guiding Principles

Mission

PAVED Arts supports creative expression in the media arts by providing vibrant, inspiring, and equitable spaces for production, presentation, learning, and exchange.

Vision

PAVED Arts wishes to democratize and demystify media production, empowering people in our community to tell their own stories and creating the conditions for new voices to emerge from our region.

Mandate

Our mandate is to support local, regional, and national artists working in the 'PAVED' arts through two interconnected roles: providing access to facilities, equipment, and resources for media creation, and disseminating contemporary media art through gallery and off-site presentations.

Values

Collaboration: Among artists, community, and partners through our spaces, our knowledge, and our resources.

Innovation: An environment of learning, experimentation, and growth that helps artists be creative, collaborative, and joyful.

Responsiveness: Adaptable and flexible programming and resources to support artists at all stages of learning and practice.

Accountability: To our members, our community, and our stakeholders. We operate with integrity and honesty.

Equality and Inclusivity: Committed to the principles of reconciliation, decolonization, equity, diversity, and inclusion, we strive to be representative of the community that we serve in our programs, board, and staff. We want to be both physically and socially accessible for the community.

History of PAVED Arts

PAVED Arts came into being on March 31, 2003, through the amalgamation of two long-standing Saskatoon arts organizations: The Photographers Gallery, a photography resource and exhibition centre founded in 1973, and Video Vérité, a media access centre founded in 1991. The merge combined more than forty years of artist-run media arts history into a single interdisciplinary centre spanning photography, audio, video, electronic, and digital practices, the five forms that give the organization its name.

In 2005, PAVED Arts and sīkwan (formerly AKA Artist-Run) jointly purchased their building at 424 20th Street West, in Saskatoon's Riversdale neighbourhood, through a shared holding company, 20 Above Holdings. In 2008, PAVED Arts built on the production studios, the Black Box Event Space, and the exterior billboard project that still anchor much of PAVED's programming today, thanks to a renovation that was supported by a Canadian Heritage grant. BlackFlash Magazine joined the building in 2014, and in 2017, a 27-kilowatt rooftop solar array was installed to offset the building's electricity needs.

Together, PAVED Arts and sīkwan paid off the building in 2020 and in 2023, PAVED Arts marked a double anniversary: twenty years since the 2003 amalgamation, and fifty years since The Photographers Gallery's founding. Having this permanent, stable location is somewhat unique among Canadian artist-run centres and has been a key to the ongoing success of PAVED Arts.

Over the past two decades, PAVED has invested in both infrastructure and organizational capacity. The production department has grown into a dedicated team, while updating equipment and working to ensure that PAVED is accessible and welcoming to all current and future members. PAVED has also formalized its governance and equity commitments, most significantly through its Commitments to Action, first adopted in 2021 and maintained as a living document that expresses PAVED's commitments to Indigenous engagement, equity, diversity, and inclusion.

Over the next five years, PAVED Arts aims to strengthen its presence within Saskatoon's arts community, ensuring that local, regional, and national artists have access to both the means of production and opportunities to share and exhibit their work.

Current Programs, Trends, and Context

Funding for the nonprofit sector is under real pressure as political and societal shifts have directed more money toward annual programs and initiatives and away from more sustainable, long-term support. At the same time, the federal government has proposed a fifteen percent reduction to both the Canada Council for the Arts and Canadian Heritage and the City of Saskatoon has reduced its funding for arts programs in recent years. That said, PAVED continues to receive strong support from its two core funders: the Canada Council for the Arts and the Saskatchewan Arts Board, which together account for roughly eighty percent of the organization's budget.

Just as it is impacting many other sectors, artificial intelligence is reshaping the arts field as both a subject and a factor in artist-controlled production. PAVED Arts has an opportunity to help lead some of these conversations and in particular, can support a renewed public interest in analog and physical media in response to the rise of AI-produced art.

PAVED's location in Riversdale, one of Saskatoon's core neighbourhoods, is central, walkable, and characteristic to the culture of the organization. PAVED addresses the realities of its downtown setting through harm-reduction training, including naloxone training for all staff, and efforts toward creating a trauma-informed approach to public space.

Public Exhibitions & Events

PAVED Arts exhibits and disseminates contemporary visual, media, and new media art through main gallery exhibitions, the street-facing billboard, screenings, live performances, and artist or curator talks. Examples include gallery shows such as *Untitled Peter Tripp Project*, *SAVAGE GROWTH: Into the Luminous Grove*, the *20/50 Double Anniversary Exhibition*, *Enacting Echoes* by Iyunade Judah, and *Why the Caged Bird Sings* by Cheryl L'Hirondelle; billboard projects by Chris Morin, Adrian Stimson, Ulrike Veith, Cheyenne Rain LeGrande, and Wanda Nanibush; online exhibitions such as *Dear www.* and *The Rhythm of This Desire*; the annual *Concoction* members' screening; and the biennial *PAVED Meant* publication.

Production & Access

PAVED Arts operates an access and production centre for media that includes affordable production studio and equipment access, artist residencies, production grants, member studio space shared with sīkwan, and microgrants. Past artist residencies have featured Jo Van Lambalgen, Barbara Reimer, and Johanna Householder and Judith Price.

Education & Community Programs

Alongside PAVED's dual mandate of providing exhibitions and events, and production and access, PAVED teaches skills, builds capacity, and works alongside partner organizations to deliver public workshops on technical and creative skills (i.e. darkroom practice, cyanotype, Super 8, synthesis and MIDI, grant writing), youth programs delivered with Chokecherry Studios (Cypher Connect, Mic Drop), and collaborative community initiatives such as the Truth Art (Re)conciliation workshop series with Common Weal Community Arts, the Anti-Racism Community Conversations series, Sounds Like: An Audio Festival, and One Take Super 8.

Who PAVED Arts Serves

PAVED Arts serves several overlapping groups, including its members (artists ranging from first-time makers to established, professional, and touring artists, who access production equipment, studio space, technical support, and exhibition opportunities), and a broader public of gallery visitors, workshop participants, and community groups and organizations that rent PAVED's event space.

PAVED also works with Indigenous and non-Indigenous youth through programs that are delivered in partnership with Chokecherry Studios, while aiming to serve several groups better in the years to come, including newcomer artists, Indigenous artists and community members, people living outside PAVED's immediate downtown neighbourhood, and younger or first-time members who want to get involved but don't know where to start.

People

PAVED Arts is led by a five-person full-time staff team that is joined by a summer production assistant during the summer months. PAVED Arts has a dedicated board of directors, which meets regularly throughout the year and currently has eleven members.

Public Hours

Tuesday to Friday, noon to 6:00 p.m., and Saturday access by appointment.

2026–27 Budget: \$451,177

Financial Position

PAVED's overall financial position is stable but strained. Combined Canada Council for the Arts and Saskatchewan Arts Board funding makes up roughly eighty percent of PAVED's overall budget, and while the organization has had to run a small deficit in recent years, the reserve fund is relatively strong and self-generated revenue (donations, rentals, fundraising, memberships) has been growing over the years, now earning 12.5% of total revenue.

Methods & Contributing Components to the Strategic Plan

This plan was developed by the staff and Board of PAVED Arts, supported by Alchemy Group Consulting, throughout the spring and summer of 2026.

The process drew on:

- A stakeholder survey board and staff members, as well as with members and stakeholders, on topics related to vision, capacity, funding, programming, governance, equity, and organizational risks and impacts.
- A full-day, in-person strategic planning session held with the staff and the board of directors.
- A review of all relevant internal documents, including financial statements, governance materials, previous strategic plans, and funding applications, including a comparison against the organization's two previous strategic plans (2016–2021 and 2021–2026) and its Commitment to Action.

What Sets PAVED Apart

Dual Mandate: PAVED Arts operates both a production and access centre and a presentation centre. This dual mandate is unique and valuable as comparable centres tend to specialize in one function or the other.

“PAVED is rare in combining production, exhibition, and accessibility for all in a single organization.”

Building & Equipment: PAVED Arts owns its own building in partnership with sīkwan, offering a wide range of access and equipment through a street level, accessible space in Saskatoon’s core neighbourhood

“PAVED Arts is unique in the province, and honestly the only organization offering the amount of services, gear, equipment, event space rentals, exhibitions, and opportunities to engage with artists and the community that they do.”

Affordability & Accessibility: PAVED Arts offers low equipment rental and workshop rates, affordable memberships, and free community memberships for qualifying groups.

“PAVED gives artists access to equipment that they need for the production of their work, but that they could never afford on their own.”

Innovative & Accountable: PAVED Art’s provides a distinctive and praised combination of analog and digital production under one roof, while it seeks out climate responsible solutions, such as through the rooftop solar array, installed in 2017 which supports the building’s electricity needs.

“Be bold, be deeply and wildly imaginative, think differently, allow all dreams no matter how outrageous. Have fun!”

“PAVED has solar panels! Equipment sharing and rentals! Sustainable initiative should be celebrated more widely.”

Welcoming Culture & Community: PAVED Arts has knowledgeable and personable staff who create a welcoming environment for artists of all backgrounds, skill levels, and areas of practice.

“PAVED offers so many amazing workshops, fun events, and programs. The gear rental and event space are such essential services in the city. Every staff member is knowledgeable, helpful, and genuinely cares about providing top notch support.”

Strategic Direction at a Glance

PAVED Arts is embarking on an exciting phase of development that focuses on the space, staffing, and programs while deepening commitments to Indigenous engagement and community accountability. This plan sets six priorities to guide this work.

Core Priorities, 2026–2031

- 1. Strengthen our Community Accountability & Indigenous Engagement**
Building an organization that reflects, includes, and is shaped by the communities it serves.
- 2. Grow our Programs: Access, Presentation, & Experimentation**
Supporting artists at every stage, from first workshop to exhibition.
- 3. Build our Space & Production Capacity**
Ensuring an accessible, purposeful space.
- 4. Invest in our People: Staff, Board, & Members**
Strengthening staffing, board governance, and member relations.
- 5. Expand our Visibility & Community Partnerships**
Championing our strengths, while focusing on meaningful and reciprocal partnerships.
- 6. Diversify our Funding Streams**
Building a sustainable and accountable organization.

Big Bold Goals for 2026/27

Alongside the five-year priorities, a small number of concrete, one-year goals were identified:

1. Secure support from three new sponsors.
2. Secure funding for a mobile media lab.
3. Secure funding for a new production assistant.
4. Develop reciprocal, mutually supportive partnerships.

Priority 1: Strengthen our Community Accountability & Indigenous Engagement

Building an organization that reflects, includes, and is shaped by the communities it serves

PAVED Arts operates on Treaty Six Territory, in Saskatoon's core neighbourhood. As both a good neighbour and a good ancestor, PAVED is committed to reflecting the diversity of the community that it serves and to ensuring that its programming, spaces, and organization as a whole is accessible and welcoming to all. This includes building lasting, reciprocal relationships with diverse artists and communities and increasing representation, outreach, and programming for people with disabilities, Indigenous people, people of colour, newcomers, and 2SLGBTQIA+ communities.

What We Heard

"I'd like to see us grow our partnerships with Indigenous-led organizations to increase our production offerings, particularly around workshops and youth camps."

"I think the Mic Drop and Cypher Connect programs help reach out to youth, and Indigenous youth."

"[Organizations thrive by focusing on] diversity in creative expression, openness to a wider breadth of voices and artistic expression, especially in immigrant and Indigenous groups, senior citizens, and 2SLGBTQ+ communities. Diverse participation is key to growth and sustainability."

"I'd like to see greater accessibility and interdisciplinary collaboration, and more support for emerging and newcomer artists."

Objective	Identified Activities
1. Create an Indigenous curator position, or an Indigenous guest curator program, to build and expand Indigenous-led curation and production at PAVED.	• Develop a job description and funding plan for an Indigenous curator position. • Explore both a staffing model and a guest-curator model for Indigenous curatorial leadership as part of the funding plan.
2. Increase BIPOC, 2SLGBTQIA+, and diverse representation across staff and board.	• Prioritize equity-deserving candidates, including BIPOC, newcomer, and 2SLGBTQ+ people, in part-time, contract, and full-time hiring as positions turn over and as board terms turn over.
3. Broaden programming to reflect the diversity of the community we serve.	• Engage Indigenous artists and communities, as well as BIPOC, 2SLGBTQIA+, newcomer, disabled, and other groups and audiences. • Conduct an accessibility audit of documents, websites, and space

4. Strengthen public reporting on Indigenous and equity-related programming and representation	• Review and update the Commitments to Action, including board composition and staffing targets. • Track and report on Indigenous and equity-related programming publicly, begin tracking representation data
5. Build on Indigenous-led youth programming already underway	• Continue and expand Indigenous-led youth programming through Cypher Connect and Mic Drop • Grow Indigenous-led partnerships through Chokecherry Studios • Establish city and Indigenous school ambassadors drawn from PAVED membership.
6. Invest in equity education for board and staff	• Engage in at least one educational session for board and staff per year on Indigenous governance models, Treaty responsibilities, and broader equity and inclusion practices.

Priority 2: Grow our Programs: Access, Presentation, & Experimentation

Supporting artists at every stage, from first workshop to exhibition

PAVED Arts is committed to protecting and strengthening its residency and production offerings, alongside its exhibition and presentation space so that artists at every stage, from first-time makers to established professionals, have room to create and to show their work.

What We Heard

“The workshops and residencies are a major strength and we should do more of them (particularly ones that scaffold attendees into becoming producing members.”

“I see an appetite and audience for work made by real people in both analog and digital formats in the backlash to AI-generated art. Leaning into building a community of artists and makers is an opportunity for PAVED.”

“I would like to see PAVED Arts continue to exist as a place for artists to coincide together and grow with each other.

Objective	Identified Activities
1. Grow residency and longer-format programming	• Stage [insert number] of residencies per year • Centre BIPOC, 2SLGBTQIA+, and disabled artists and communities in the work of building residencies and longer-format programming. • Pilot new programming models made possible by residency and space growth.
2. Protect exhibition space and PAVED's dual production-and-presentation model	• Deliver public exhibitions (i.e. sticky note show, faux second gallery, member screenings) to engage and grow membership. • Host rotating exhibits of member and participant work in the hallway to activate it as gallery space. • Host an open house to showcase production space, and lower barriers to engagement
3. Expand foundational and introductory workshops	• Continue and expand workshops, talks, forums, and summits. • Develop Indigenous-led and Indigenous-focused workshops. • Develop workshops on the TRC Calls to Action and on disability rights and accessibility in the arts • Host workshops covering equipment fundamentals, core software, and entry-level technical skills
4. Create pathways into PAVED's community for neurodivergent participants and those	• Explore alternate and neurodiverse workshop models, levels of engagement, an events • Explore online or recorded workshop formats for participants outside of Saskatoon or who aren't able to come in.

who cannot easily travel to PAVED	
5. Develop clear communications related to AI	• Draft a staff-facing artificial intelligence use policy covering data privacy and disclosure.
6. Expand access to PAVED's programs and facilities	• Expand analog media facilities • Establish on-site broadcast and podcast programming. • Increase hours of access as staffing capacity allows. • Formalize clear, signposted pathways from casual to producing membership.

Priority 3: Build our Space & Production Capacity

Ensuring an accessible, purposeful space.

PAVED Arts is committed to a production and presentation space that works for everyone who uses it and that is fully accessible, well-equipped, and built to grow. In the years to come, PAVED Arts is committed to exploring various pathways to meet this priority, whether through renewed investments and renovations within our current space or building toward a new, purpose-built space.

What We Heard

“Now that the mortgage is paid, I love to see the ground floor entirely reimaged with improved natural light and windows, and a larger exhibition space.”

“PAVED is one of the few wheelchair accessible venues (direct access from the street, an elevator, and an automatic-door washroom for those with accessibility needs).”

“PAVED has the best darkroom that I have used outside large universities. Keep it going!”

Objective	Identified Activities
1. Create a mobile media lab	- Secure funding/build a proposal for mobile media lab - Develop and build the mobile media lab for outreach to rural, northern, and surrounding communities, as well as to engage with local events and partners.
2. Develop a business plan that addresses building and space limitations	- Develop a business plan toward a larger, purpose-built, OR substantially reimaged space, within five years. - Identified areas to consider in future space: protect the low-cost, central event space; preserve the building's catwalk and balcony access through any future changes to the billboard structure; and continue rooftop solar and other sustainability investments as part of facilities planning.
3. Conduct an accessibility audit	Commission an accessibility audit covering production tools, documentation, and web accessibility, extending beyond the current building-focused accessibility work.
4. Close accessibility gaps	Cost and prioritize accessibility retrofits for the audio suite, darkroom, and cutting table
5. Expand production capacity and infrastructure to keep pace with growth	- Build high-capacity storage for less frequently used equipment. - Better organize and inventory existing production gear. - Expand production infrastructure. Ideas identified included a risograph suite, darkroom ventilation upgrades, expanded analog media capacity, a colour grading suite, a Foley studio, and an animation facility.

Priority 4: Invest in our People: Staff, Board, & Members

Strengthening staffing, board governance, and member relations.

PAVED's staff, board, and membership are among its greatest strengths. This priority builds on that foundation: adding staffing capacity, strengthening board succession and governance, growing and engaging membership, and making sure the knowledge that keeps PAVED running is documented and updated regularly so that it can support the organization as a whole.

What We Heard

"It'd be ideal to have more succession planning for board and staff position. A lot of knowledge lies with people in the organization."

Multiple respondents noted that PAVED should be sure to boost wages as they can and provide comprehensive benefits and support to staff.

"Board governance has improved dramatically over the years. And there are areas that could strengthen the board further."

"We need to continue to diversify board composition. We've made good steps towards equity in gender, race, and age on our board, and should continue to prioritize that while also looking for more diversity in professional backgrounds."

"We should be taking feedback from members after programs to see what they want and need."

Objective	Identified Activities
Staff: Strengthen staffing capacity and invest in a healthy, well-supported workplace for staff	• Cost and phase a new production assistant position. • Continue moving staff wages and benefits toward sector-competitive levels. • Research staff benefit plan options covering health, wellness, and mental health support. • Assess workplace health needs beyond physical safety, including team wellbeing and workload. • Begin documenting institutional knowledge, including HR policies, event runbooks, and funder relationships. • Scope safety concerns raised by staff about the current location, and develop a response plan. • Formalize a succession plan for the Executive Director and other long-tenured positions (i.e. Artistic Director), prioritizing diversified representation
Board: Strengthen board	• Draft an updated board term policy, including two-year executive terms.

succession, expertise, and diversity of representation	• Recruit for financial, legal, and fundraising expertise. • Set explicit board diversity targets, building on progress already made in gender, race, and age representation. • Define eligibility and recruitment for a standing student board seat, from high school through post-secondary.
Members: Grow and engage membership, and build a more welcoming, accessible experience for members	• Brainstorm methods for membership growth and engagement, with a focus on younger members. • Implement a feedback mechanism for members to raise suggestions or flag issues, including accessibility concerns. • Offer invited, focused intro sessions or tours for specific groups, such as newcomer groups through the Saskatoon Open Door Society and Indigenous youth, to build comfort entering the space. • Scope safety concerns raised by members about the current location, and develop a response plan.

Priority 5: Expand our Visibility & Community Partnerships

Championing our strengths, while focusing on meaningful and reciprocal relationships

People who know PAVED Arts, describe its strong, positive reputation, at the same time as recognizing that more work can be done to build PAVED's reach and impact. PAVED is committed to deepening partnerships with schools, universities, and community organizations, ensuring our partnerships are mutually supportive, and building public visibility so more of Saskatoon knows about the programs and services that are offered.

What We Heard

"PAVED has an excellent reputation (in all the circles I move in, in Saskatoon, people speak highly of PAVED and their experiences with staff interactions and events."

Many people shared ideas about how PAVED Arts could boost its reach, such as through having a booth at JazzFest, Children's Festival, Pride, as well as increased partnerships with galleries, artist-run centres, universities, and newcomer organizations.

Objective	Identified Activities
1. Expand outreach and partnerships	- Establish a booth presence at two to three major public festivals annually, including Pride, prioritizing spaces where the communities PAVED serves already gather and feel comfortable. - Expand outreach and partnerships with the new public library, Makerspace, the bus barns, and other community organizations. - Expand school and university partnerships, including tours and curriculum connections. - Deploy the mobile media lab for community outreach.
2. Raise public awareness of PAVED's space and programming	- Use direct storytelling, member and program outcomes in members' own words, as a visibility tool. - Use the organization's own billboard space for programming promotion. - Explore reviving PAVED Meant, the organization's biennial publication, as funding allows.
3. Deepen relationships with Indigenous organizations and community partners	- Present annually to post-secondary and high school art classes, returning to the same classes year over year, starting with neighbourhood schools such as Oskāyak. - Continue and expand Indigenous-led youth programming through the Chokecherry Studios partnership and the new residency location. - Establish city and Indigenous school ambassadors drawn from PAVED membership.

4. Position PAVED as a credible public voice on AI and the arts	• Building on clear communications and policies related to AI (as developed under priority 2), host educational or discussion sessions on AI for the wider community.
5. Ensure partnerships are meaningful and reciprocal	• Engage in open and honest planning with new and existing partners, ensuring that terms are clear, mutually beneficial, and agreed upon. • Formalize an anchor-organization role for smaller community groups, with attention to reciprocity for those partners.

Priority 6: Diversify our Funding Streams

Building a sustainable and accountable organization

PAVED's financial position is stable but strained, carried in large part by two major grant sources. This priority is about building a more diversified, resilient funding base and growing sponsorship and self-generated revenue.

What We Heard

"PAVED has historically been a financially responsible organization, and we need to think about how to maintain that."

Many respondents saw opportunities for PAVED to increase support through sponsorships and donors.

"It would be helpful to develop board capacity in financial skills and to have the directors engaged in sponsorship and fundraising."

Objective	Identified Activities
1. Diversify grant revenue beyond Canada Council for the Arts and Saskatchewan Arts Board funding.	• Monitor federal and provincial funding changes and build a contingency scenario into annual budgeting. • Explore alternate granting opportunities
2. Secure sponsorships for various programs and activities	• Create a sponsorship plan/package/committee • Secure support from three new sponsors within the next year, create repeated goals in subsequent years • Launch a title-sponsorship program for production suites and major equipment. • Draft a sponsorship policy setting ethical boundaries on funding sources.
3. Develop event and space rental as a self-generated revenue stream.	• Create clear responsibilities as capacity allows • Advertise and build reputation
4. Shift fundraising toward fewer, better-resourced campaigns.	• Retire or restructure fundraising events that cost more than they raise.
5. Maintain the reserve fund's strength as a deliberate strategy for navigating the transition to a more diversified funding base.	