



# C R E A T I V E F U T U R E S



# A R E N E W E D C U L T U R A L P O L I C Y F O R N E W B R U N S W I C K



2014 – 2019



**Creative Futures—**

***A Renewed Cultural Policy for New Brunswick***

*The Cultural Policy Working Group would like to recognize Luke Simon's contributions in the development of this document. Luke's knowledge, passion and commitment to First Nations' heritage and culture influenced many in our Group.*

*Luke, a member of the Elsipogtog First Nation and First Nation Liaison with the Assembly of First Nations' Chiefs in New Brunswick, was an active member of the Cultural Policy Working Group until his sudden passing on February 9, 2014.*

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# Message from Premier David Alward



New Brunswickers are driven by creativity and the spirit of innovation. Our culture breathes life into the very heart of our communities and it is woven through our heritage, craftsmanship, environment, architecture, and artistic works. Our culture also provides the surest foundation for building a future that will provide the next generations with the opportunities and quality of life that we have been so fortunate to inherit as a province.

*Creative Futures* addresses how culture is recorded and preserved; fostered and strengthened; and how our culture is expressed, created, and built. In our work to make life better for New Brunswickers, it provides a critical roadmap toward more vibrant and healthy communities.

Creativity is at the root of our growth as a province and as a people. Promoting new ideas and creative perspectives is central to the renewed Cultural Policy. We each share the responsibility of encouraging and supporting culture as a society, and our government recognizes the importance of this responsibility.

The provincial government is entrusted with the task of nurturing culture and conserving it for future generations. There is compelling evidence to prove our cultural industries are strong contributors to New Brunswick's economy.

In recognition of the important role culture has in the economy and the daily lives of New Brunswickers, provincial government departments will work in a collaborative fashion, with other levels of government, and with stakeholders to foster partnerships and lead with action.

The successful implementation of this cultural policy also relies on the strength and vitality of our cultural industries, which includes the contributions of our artists and cultural professionals, of volunteers, of many of those active and engaged in the community and with the private sector.

I would like to thank all those who contribute to the celebration of our culture and those who participated in the renewal of this very important policy. We are proud to present *Creative Futures— A Renewed Cultural Policy for New Brunswick*, a plan that will guide us for the next five years. I am confident this work will help us move forward on our plan to make life better for New Brunswickers here at home.

**Hon. David Alward**  
*Premier of New Brunswick*

A handwritten signature in black ink, appearing to read 'D. Alward', positioned above a decorative flourish.

# Message from Minister Trevor Holder



As Minister of Tourism, Heritage and Culture, I am proud to present *Creative Futures— A Renewed Cultural Policy for New Brunswick*.

Culture is a reflection of our identity, our quality of life, our vitality and the distinctive nature of our society. It includes our values, beliefs, customs, languages, traditions and creative expression. The measure and impact of culture in economic growth is now becoming more widely recognized and valued across the province and the country.

Through the Cultural Policy renewal process, our government has worked very closely with cultural stakeholders to assess today's reality within our cultural sectors, and to highlight some of the many successes that have been achieved as a result of the 2002 Cultural Policy. More importantly, we have outlined a list of priorities to continue to build on these accomplishments and further develop the cultural sectors over the next five years.

New Brunswickers were consulted in a number of ways as part of the renewal process. A Cultural Policy Working Group was established, comprised of individuals from across the province with in-depth knowledge and experience in heritage, the arts, education and training, community cultural development and cultural industries. This group met regularly and provided direction on the policy renewal priorities and key issues.

At our province-wide public consultations sessions, we met with over 370 participants, 70 presentations were heard during these sessions, and a total of 78 briefs were submitted online. Mi'gmaq and Wolastoqiyik First Nations provided substantial input, including written submissions developed from engagement sessions with their communities. The renewal process also aligned many of its recommendations with *The Global Strategy for the Integration of Arts and Culture into Acadian Society in New Brunswick*, the cultural plan led by l'Association acadienne des artistes professionnels du Nouveau-Brunswick (AAPNB) and adopted in 2009.

In addition, New Brunswickers were asked to tell us how they value culture in their communities and to provide suggestions for building a stronger cultural life in our province. Representation was seen from a wide range of groups such as education, the volunteer sector, civic and business representatives, community leaders, artists, heritage professionals and wellness practitioners, and New Brunswickers of all ages.

These activities were aimed at gaining an understanding of the progress that has been made since the first policy was implemented in 2002. We heard many stories about heritage, art and creative innovation, and examples of how culture opens New Brunswick to the world and brings the world to us.

The message of these stories was clear; the importance of culture is widely acknowledged and deeply felt by New Brunswickers, and they are committed to ensuring that culture thrives in their communities. The overarching and specific recommendations we received from the public, which are summarized in the report on the public consultation at the end of this document, have informed our vision, mission and guiding principles for the renewed Cultural Policy.

Through the renewal process, we have identified a number of key objectives for this five year policy, as well as associated action items to drive their implementation. As we work together to act on these items, we will be conserving our heritage resources, commemorating our history, growing our cultural industries, and celebrating and expanding our creative economy.

I would like to sincerely thank the members of the Working Group, those who participated in the public discussions, and those who submitted briefs. Your contributions have helped underscore the value we place on culture and have helped to chart a course for future cultural decisions and actions. Your commitment to supporting our shared and distinct cultural identities will help us as we work together to create a stronger economy and an enhanced quality of life for all New Brunswickers.

**Hon. Trevor A. Holder**  
*Minister of Tourism, Heritage and Culture*

A handwritten signature in black ink, appearing to read 'Trevor A. Holder'. The signature is fluid and cursive, written in a professional style.

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# Part 1 Creative Futures— *A Renewed Cultural Policy for New Brunswick*

## Introduction

*Culture is a broad concept that comprises many spheres of activity. It can be defined as the way of life of a people, and... it incorporates all the traits and elements that distinguish a given society as it evolves over time, including its identity and its vision of the world.*

— New Brunswick Cultural Policy 2002, p.1

In over ten years since New Brunswick's first cultural policy was adopted, much has changed, grown or evolved in New Brunswick and globally, impacting how cultural services are created, delivered and perceived.

Since the 2002 Cultural Policy was implemented, a number of key initiatives have influenced our cultural landscape. The *Heritage Conservation Act* has had a meaningful impact on the conservation and commemoration of New Brunswick's heritage resources. *The Global Strategy for the Integration of Arts and Culture into Acadian Society in New Brunswick* was developed based on extensive community consultation with New Brunswick's Acadian people. The government to government relationship established between the province of New Brunswick and First Nations has helped set a framework for discussions on cultural development in First Nations communities. Regional Service Commissions enable communication across all communities and can support the dialogue to envision cultural futures.

Many aspects of our society, and of the world, have also changed since 2002. Municipalities and local governments have taken a leadership role in developing cultural policies within their jurisdictions. This has positively impacted many communities, downtown cores and public spaces. Digital technology has radically changed how cultural products are created, marketed, disseminated and monetized, creating challenges and opportunities for arts and heritage professionals. The role of culture is

now more widely recognized as an effective tool to address social challenges linked to poverty, literacy and isolation.

There are many exciting opportunities and challenges ahead. We are a province with distinctive geographies, captivating landscapes and natural resources which enrich the lives of people aesthetically, spiritually, practically and economically. New Brunswick has a relatively small and diverse population that is dispersed among three larger urban centres and many communities of varying size. New Brunswick is home to the founding First Nations and our Francophone and Anglophone official language communities. Our province welcomes new citizens from many different countries and cultural backgrounds, increasing our multicultural fabric. We need newcomers to actively participate in and influence our cultural life. We have much to share and much to learn from each other.

New Brunswick citizens value, and want to participate in, cultural activities and experiences— this province has seen a growth of approximately 15 per cent in cultural participation in the past twenty years.<sup>1</sup> Cultural resources need to be widely available to municipal and community planners, educators and organizations. A collaborative approach is

1 Hill Strategies Research, *New Brunswick Arts, Culture and Heritage Activities in 2010*. Data from 1992 – 2010 reflects an increase in 10 – 20% increase in cultural participation across 18 types of cultural activities in that period. [http://www.hillstrategies.com/sites/default/files/Cultural\\_activities\\_NB2010.pdf](http://www.hillstrategies.com/sites/default/files/Cultural_activities_NB2010.pdf)

necessary to ensure that cultural organizations with province-wide mandates are equitably supported in the multiple communities they serve. We also need to ensure cultural services are optimized to support artists, arts and heritage professionals and organizations which create, interpret and present cultural products.

New Brunswick is challenged by under-employment, literacy and their inherent issues. In recent years, organizations in the cultural sector have gained national and international recognition for their social development programs through culture. These organizations work together with institutions, community groups and families to deliver programs that encourage expression, nurture creativity, foster inclusion, develop life skills and instill hope.

Over the past decade or more, the important contribution of culture to economic development has been widely acknowledged. Case studies indicate that with the help of technology, world-class ideas, products and entrepreneurial activity can emerge from small, isolated or dispersed communities.<sup>2</sup> Although New Brunswick has a small population relative to most Canadian provinces, approximately 9,000 New Brunswick residents work within the provincial cultural sector, and another 22,000 work in industries supporting the provincial cultural sector (providing professional, technical, governance, and funding support for the cultural sector).<sup>3</sup>

With appropriate support this human capital will help the province embark upon strategies designed to enhance entrepreneurship in the arts and improve the global competitiveness of established businesses and creative industries. Collaboration across all sectors and levels of government will also be necessary to create momentum in the arts, in arts and heritage education, in the cultural industries, in our heritage sector and in the creative business sectors.

<sup>2</sup> Dr. Robert D. Austin. *Case Study: Moods of Norway Clothing Line*. Located in Stryn, Norway. Available in the U.S., Europe, Asia. Vipp Home Accessory Line, from: *The Soul of Design. Harnessing the Power of Plot to Create Extraordinary Products*. p. 3

<sup>3</sup> Statistics Canada (2011) National Household Survey (Statistics Canada 99-012-X2011061

The 2002 Cultural Policy was the point of departure for a renewed creative future— one that values shared and distinct cultural identities, cultural participation, enrichment and learning. Feedback from New Brunswickers through the policy renewal process revealed inspiring stories of cultural activity and achievements since the 2002 policy was implemented, as well as dreams and aspirations for our future.

*Creative Futures* provides the foundation on which New Brunswick can build a shared identity and strong economy in the coming years.

### **The Impact of Culture in New Brunswick**

Culture contributes to intellectual and spiritual enrichment, social development and wellness and creates a sense of belonging and community. Culture enhances our quality of life and provides opportunities to explore our creative potential.

Our stories are told in many ways; through oral histories, books and periodicals; through archives, museums, heritage places and through live theatre, dance and digital media, to name a few. Works by our visual artists are exhibited in galleries and museums, in public spaces and used as educational resources. Their works of art are also in private collections and exhibited in galleries around the world. New Brunswick musicians, authors and directors are celebrated with awards, on festival stages and in concert halls throughout Canada, and on the international stage.

Greater recognition of, and investment in, our built heritage resources contributes to revitalized city cores and main streets; they have benefitted the environment and helped boost local economies. Increased awareness of the value and extent of archeological and paleontological resources is crucial to the development of a greater level of conservation and research activity.

Government to government agreements between the province and First Nations are also resulting in increased heritage awareness and conservation of First Nations' heritage resources.



Lifelong learning includes structured learning opportunities as well as knowledge and understanding created through cultural experiences. Libraries and community arts and heritage activities are frequently the source of these experiences and are increasingly valued components of community life. Cultural tourism also provides visitors with rich experiences of New Brunswick's cultural life.

Culture plays an important role in sustaining our economy as a sector comprised of small and medium-sized enterprises, involved in entrepreneurial activity. In New Brunswick, consumption of cultural goods has grown over a recent period of ten years by 37 per cent. In 2008, New Brunswickers spent \$540 million on cultural goods and services, or 3.0 per cent of consumer spending, an increase of 24 per cent in cultural spending from 1997 to 2008.<sup>4</sup>

## Vision, Mission and Guiding Principles

New Brunswickers take great pride in their roots, in their identity, in their natural environment and heritage, in the diversity of their many different cultures and in the creative expression and work of their artists. New Brunswick is endowed with the richness of its official language communities of French and English and the First Nations Peoples. The Acadian, French, English and Celtic Peoples and many other cultural communities have made New Brunswick home. Our province builds on the strength of its diversity.

The renewed Cultural Policy directs us toward a creative future in which we share a sense of pride and a collective identity as New Brunswickers. In this future, key cultural institutions and arts and heritage organizations are strengthened to increase access to culture and achieve excellence and recognition for their work across the province, and to showcase New

Brunswick to the world. Society benefits from the conservation of our rich heritage resources so that our stories are told, interpreted and shared, creating a strong foundation for our cultural life.

In this future, arts and heritage education and awareness become central to learning, growth and sharing in our communities. Cultural programs that address poverty, literacy, bullying, youth-at-risk, isolation and other social issues will continue to be effective, supported and emulated.

The creative future of New Brunswick includes inspiring structures, built forms, public spaces and works of public art that stimulate our senses and open us to the world. Economic and legal frameworks support artists to effectively drive creative activity; we foster an environment where innovation and creative enterprise can flourish.

Education and training opportunities in the cultural sector are provided so that people can live, study and work in the province. New Brunswick's cultural products and experiences become more competitive and widely available within and outside of the province.

*Creative Futures* envisions that industries and creative people have the resources they need to embark on a range of entrepreneurial activity in the creative economic sector, including the latest in digital technology and tools. This policy envisions that the province becomes a cultural destination, a magnet for innovators and investors, and an attractive, inspiring place to live.

### Vision

New Brunswick's natural and cultural environments foster pride, inclusion and social justice, creativity, visionary thinking and an affirmation of our identities. New Brunswick celebrates its heritage, and cultivates an open, contemporary society, driven by learning, imagination, innovation and creation.

### Mission

The government of New Brunswick will ensure our culture is conserved, strengthened and fostered for the common good. We will set in motion a creative, innovative and prosperous New Brunswick where people want to live, work, visit, play, thrive, create and contribute to society.

<sup>4</sup> Hill Strategies Research Inc. / Statistics Canada *Consumer Spending on Culture in Canada, the Provinces, the Territories and 12 Metropolitan Areas in 2008*, Statistical Insights on the Arts Vol. 9(1), November 2010. The report examines spending on cultural goods and services, including art supplies and musical instruments, art works and events, home entertainment, movie theatre admissions, photographic equipment and services, and reading material. The data is drawn from Statistics Canada's Survey of Household Spending, a yearly questionnaire on Canadians' spending habits.

# Guiding Principles and Values

## ***Quality of Life***

Culture defines who we are and is an indicator of our vitality and quality of life. Our heritage and our creative activity both play significant roles in establishing social justice, equity and enhancing the creative, spiritual, intellectual and economic life of New Brunswick citizens.

## ***Creativity and Excellence***

Creativity contributes to personal growth and is a reflection of contemporary and inclusive thinking. Creativity is at the heart of innovation in all sectors of the economy and in society. All people, regardless of their background, should recognize and appreciate excellence. Creativity, artistic independence, professional integrity, the pursuit of excellence, freedom of expression and respect for intellectual property must be encouraged and supported. Appropriate infrastructure, education and training opportunities are needed to foster creativity and excellence.

## ***Linguistic and Cultural Diversity***

First Nations have lived and created in this land for thousands of years. Their culture, traditions and language will be a central theme of cultural development in New Brunswick as we move forward.

New Brunswick's two official languages constitute a strength that contributes to our diverse and unique cultural identities. We are enriched by many cultural communities, all of which should thrive and be celebrated.

New Brunswickers from all diverse cultural backgrounds must have the opportunity to share the richness of their culture, including and especially, the inherent contemporary ideas and challenges that open us to the world.

## ***The Value of Artists, Cultural Professionals and Volunteers***

The development of our cultural resources requires the expertise of artists, cultural professionals and cultural workers both paid and unpaid, who in turn, require a supportive environment, fair compensation, appropriate resources and professional development.

The Government also recognizes the important role and needs of volunteers in governing, stewarding and contributing to the delivery of our cultural resources.

## ***The Value of Cultural Organizations***

Organizations are often a key delivery mechanism for creation and cultural activity in a community. Organizations hire cultural professionals, deliver programs and contribute to the strength of heritage activity, artistic creation and excellence in the province. Arts, cultural and heritage organizations require resources and tools to adapt and thrive within the current reality of our environment.

## ***Access***

All residents of New Brunswick, urban and rural, regardless of age, socio-economic status, background or ability, deserve access — as audiences, participants and creators — to the widest possible range of cultural resources. Artists, cultural professionals and organizations also require access to local, national and international markets for their works.

## ***Stewardship, Leadership and Partnerships***

New Brunswickers have a collective responsibility to preserve and develop our cultural heritage. The government assumes a leadership role in stewarding and supporting our cultural resources and infrastructure and in optimizing the use of those resources, in partnership with individuals, regions, the private sector, municipalities, First Nations and other levels of government.

## ***Education and Lifelong Learning***

Arts and heritage education encourages creativity and critical and independent thinking, all essential for a healthy and open society. When introduced early in life, culture has a profoundly beneficial effect on individuals. Arts and heritage need to be integral components of education, from early childhood and all throughout life.

## ***Economic and Social Value of Culture***

Culture builds social capital and is an extraordinarily beneficial social development tool. The economic value of cultural activity and products — their direct and indirect returns on investment, and employment that culture creates — is significant in New Brunswick. Investment in the cultural sector will continue to benefit New Brunswick citizens and better position us in the global economy.

# Overarching Strategies

*Creative Futures* remains consistent with, and builds on, the four pillars of the 2002 Cultural Policy. These directions include: Culture in Everyday Life; Artists, Arts Organizations and Cultural Professionals; Creating, Conserving and Celebrating our Heritage; and Culture and the Economy.

The government intends to ensure that the renewed Cultural Policy engages the community at large to increase access to culture for all New Brunswickers. In order to do so, the government has identified five overarching strategies for the implementation of the policy as a whole. These strategies are essential to achieve a number of the objectives and actions that support each policy goal.

## **1. Establish an Implementation Plan and Accountability Frameworks**

Given the many departments, agencies and organizations engaged in the renewal of the Cultural Policy, stewardship and oversight of the policy's implementation is critical. The Department of Tourism, Heritage and Culture will create a joint Stakeholder/Government Committee to provide regular oversight and advice for the implementation of the renewed Cultural Policy. This joint committee will review and approve key indicators to measure the detailed five-year implementation plan that will be established. This will ensure that policy goals and objectives remain front-and-centre and are regularly monitored and evaluated for their effectiveness. This accountability structure will be led by the Department of Tourism, Heritage and Culture in partnership with other departments, First Nations, agencies and key stakeholders.

## **2. Work Through Partnerships and Collaborations**

Achieving the ambitious goals of this policy will require meaningful and effective collaboration at many levels. Many provincial departments have a responsibility for the policy outcomes; as well, initiatives involving different levels of government will ensure the success of the policy. The government is committed to maintaining and nurturing these connections and relationships. The objectives of the renewed Cultural Policy will be achieved through cross-sectorial collaboration and partnerships among municipalities, agencies, organizations, institutions and the private sector.

## **3. Provide Equitable Funding Models for the Province**

Supportive models which provide fair and equitable distribution of cultural resources across the province are an important commitment of the renewed Cultural Policy. The government will ensure that cultural programs are designed so that resources are allocated in ways that are appropriate for New Brunswick's diverse communities and regions and to encourage robust collaborations and partnerships.

## **4. Use Digital Resources and Technology**

With the advent of the knowledge economy, the role of technology to create, market, distribute and monetize culture has dramatically shifted the way we make and consume culture. Technology provides new tools for gathering, holding, sharing and disseminating information on heritage resources as well as advanced applications for scientific research and conservation. Many of the goals and objectives identified in *Creative Futures* can be achieved in part through increased knowledge and access to digital tools and platforms. The government acknowledges the challenges that technology poses to copyright, and respects the integrity of intellectual property.

## **5. Identify Innovative Support Opportunities**

Collaboration, funding partnerships, in-kind support, legislations, private philanthropy and tax incentives are among many possible ways in which New Brunswick can work to achieve the goals of this renewed Cultural Policy. The government will encourage innovative means to increase access, support and funding for culture.



## The Four Directions of the renewed Cultural Policy

### Direction 1: Culture in Everyday Life

*Culture defines the identity of a people and draws them together, creating a sense of cohesion. Access to cultural experiences, activities and education influences our personal and collective development. The work of artists, cultural professionals, and arts and heritage groups active at the community level provides cultural opportunities for New Brunswickers from all walks of life.*

— New Brunswick Cultural Policy 2002, p. 10

Culture belongs to everyone. Today more than ever, people from all walks of life have the opportunity to experience, enjoy and create cultural experiences. All New Brunswickers and New Brunswick communities must have access to, and benefit from, such cultural opportunities.

A vibrant culture contributes to personal and cognitive development and to community well-being. Living and learning the traditions of our heritage instill a sense of pride in who we are and in the achievements of those who came before. Learning about the culture of others promotes understanding, appreciation, and mutual respect.

Through culture we learn to celebrate the moment, participate in our evolving world and anticipate

and embrace change. Our physical environments, including public art, excellence and innovation in architectural and engineering design, and our place names and geographical features, all promote pride of place and a sense of identity.

In their early years, children communicate instinctively through visual expression, movement and music, and increasingly through digital media. Creativity helps children learn self-fulfillment, self-respect, and respect for others. Cultural education provides youth with appreciation and knowledge of the arts and heritage and helps them think creatively and critically. Arts and heritage education in the K-12 system in New Brunswick is guided by two systems; a Francophone and an Anglophone school system, each with distinct mandates and priorities.

The Francophone and Acadian education system has recently developed the Linguistic and Cultural Development Policy recognizing a dual mandate of scholastic achievement and cultural identity. Communication and sharing of best practices between the two systems will allow New Brunswick school children to benefit from new ideas and renewal in arts and heritage programs.

Culture is one of the twelve social determinants of health, according to the Public Health Agency of Canada.<sup>5</sup> Involvement in cultural activities through lifelong learning can promote physical and mental well-being at any age. Men and women over age sixty-five who participate in cultural programs report better overall health. This includes improved mobility, lower rates of depression and loneliness, fewer medical interventions, less use of medications and higher morale.<sup>6</sup>

Cultural participation helps improve communication skills and builds self-esteem. For young people, active involvement in cultural programs has been shown to increase attention span and improve classroom performance. With New Brunswick's literacy challenges, continued efforts in reading, language development and cultural programs are critically important. Social interaction through cultural activities has been demonstrated to encourage children to stay in school, fostering a sense of inclusion rather than isolation. Participation in cultural activities can help at-risk youth develop emotional intelligence, life skills and social skills.<sup>7</sup>

5 Public Health Agency of Canada, Key Determinants (of Health). <http://www.phac-aspc.gc.ca/ph-sp/determinants/index-eng.php>

6 Research cited in Vermont Council on Culture and Innovation. *Advancing Vermont's Creative Economy: Final Report and Recommendations*, Montpelier: Vermont Council on Rural Development, September 2004, pg. :24; c.f. Koenraad Cuyper et al and Dewa et al, cited in Canadian Arts Coalition. "Did You Know?" one-page briefing note, 2011. Retrieved at <http://www.canadianartscoalition.com/en/wp-content/uploads/2011/10/CAC-DidYouKnow-Final.pdf>, February 23, 2012.

7 Janet Ruiz. *A literature review of the evidence for culture, the arts and sport policy*, Edinburgh: Research and Economic Unit of the Scottish Executive Education Department, February 2004 cited in Conference Board of Canada (August 2008) in *Compendium of Research Papers: The International Forum on the Creative Economy*, proceedings of a conference held in Gatineau, Quebec March 17 – 18, 2008, Chapter 1, pg. 8.

It is critical that increasing the role of culture in everyday life remains a key direction of the policy. The following four goals are aimed at ensuring access to culture for all New Brunswickers, while defining and promoting our identity with each other and to the world. To reap the full benefit of culture we must also foster and grow cultural education opportunities across all sectors of society, and as well, address key wellness and social development goals through culture.

### **Goal 1.1 Access to Culture**

All New Brunswickers will have the opportunity to enjoy and participate in a rich cultural life in their community.

#### **Objectives**

- Participation in cultural activities increases, and audiences for arts and heritage activities grow across the province, through collaborative effort across governments and through partnerships.
- The magnitude and impact of culture in New Brunswick communities is well understood.
- Participation in cultural activities increases in First Nations' communities; access to, and awareness of, First Nations' culture grows among New Brunswickers.
- Barriers to participation in cultural experiences and educational attainment based on factors such as age, ability, literacy, ethnicity, sexual orientation, urban or rural residency or socio-economic background, are reduced.
- New Brunswickers have access to more New Brunswick artists and cultural experiences.

#### **Key Actions**

In order for New Brunswickers to fully participate in a rich cultural life in their communities, the government has planned a course of action:

- Work in collaboration with municipalities and communities on the development of cultural strategies at the local level.
- Identify quantitative and qualitative frameworks and benchmarks to measure community cultural participation in order to target investment.

- Complete the cultural infrastructure inventory initiative and partner with communities to undertake mapping of cultural assets.
- Through collaboration, First Nations' heritage resources are conserved, developed, celebrated and made accessible to all New Brunswickers through appropriate and sustainable facilities in First Nations' communities and within provincial cultural institutions.
- In partnership with First Nations, support and facilitate the writing and production of publications that tell the stories of New Brunswick First Nations.
- As a resource to community and municipal cultural leaders and decision makers, translate, adapt and disseminate *La valise culturelle municipale*.<sup>8</sup>
- Through existing programs, identify opportunities to improve access and reduce barriers to participation.
- Recognize and facilitate the work of key New Brunswick cultural institutions and organizations with province-wide mandates.
- Recognize and support diverse organizations, creative clusters and provincial networks to address local and regional cultural needs.
- Promote existing networks and develop new opportunities for provincial touring by New Brunswick artists.
- Recognize and enhance the central role of community museums, historical societies, libraries and archives in regional cultural development.
- Use technology to increase awareness of and access to, New Brunswick's cultural resources.
- Improve online access to New Brunswick's cultural resources.

8 Developed by the Association francophone des municipalités du Nouveau-Brunswick and the Association acadienne des artistes professionnels du Nouveau-Brunswick, this kit is designed to support municipalities and their partners in implementing cultural mapping strategies through the incorporation of the arts, culture, and heritage. It contains a glossary on the arts and culture and electronic documentation.

## Goal 1.2 Identity and Pride of Place

Strengthen our identities as New Brunswickers, through participation in arts, culture and heritage activity.

### Objectives

- First Nations' heritage and cultural contributions and practices are increasingly understood, recognized and appreciated by New Brunswickers.
- Members of both official language groups share their cultural experiences with each other.
- Diverse communities celebrate their cultures, and share their culture and knowledge with each other.
- New Brunswickers have extensive knowledge, understanding and recognition of their histories.
- Tangible and intangible aspects of our natural and cultural past are recognized, conserved, enhanced and instill pride.
- Provincial cultural institutions are strengthened and help develop our identity as New Brunswickers.
- Through public art and excellence in architecture and design, excitement, mobilization and vision are generated in communities.
- New Brunswickers are aware of, and subscribe to, their communities' cultural plans and policies.

### Key Actions

To promote a sense of shared identity and pride of place among New Brunswickers, the government has planned a course of action:

- Seek guidance from, and create partnerships with First Nations to share and disseminate First Nations' cultural goods and experiences with New Brunswickers.
- Increase awareness of New Brunswick history and heritage, and encourage the compilation of New Brunswick oral and written historical accounts, and stories.
- Develop opportunities for cultural exchange among different cultural, language and demographic groups.

- Engage the heritage sector in identifying a mechanism to advise government and raise awareness for built heritage issues.
- Establish a one-percent public art policy for provincial and provincially-invested construction and development projects.
- Encourage municipalities to establish a one-percent public art policy for municipal construction and development projects.
- Commemorate and celebrate significant historical events, especially in the context of the 150<sup>th</sup> anniversary of Confederation in 2017.
- Recognize the legacy of immigration in New Brunswick through sites such as Partridge Island and through engaging and accessible activities in venues throughout the province.
- Improve online access to New Brunswick’s cultural resources.
- Address funding, infrastructure and renewal needs of key cultural institutions in the province, including those under the direct control of the province.
- In partnership with First Nations, cultural organizations and government departments, develop an interactive initiative that integrates themes such as history, heritage, the arts, geography, popular culture, civic life and notable achievements of New Brunswickers.

### **Goal 1.3 Education and Learning**

The important role of arts and heritage in education is recognized and enhanced from early childhood through to post-secondary education and lifelong learning.

#### **Objectives**

- Continuous implementation in arts, culture and heritage education is ensured at the pre-school level.
- Inspiring cultural learning environments and facilities are fostered for youth across the province.
- Diverse and compelling arts and heritage educational objectives and initiatives are achieved in the K-12 education systems.

- Partnerships and links with educational institutions and professional arts and heritage practitioners and institutions are active and robust.
- Off-site cultural education opportunities are widely accessible for students.
- Cultural learning opportunities are expanded in post-secondary institutions and through lifelong learning programs.<sup>9</sup>
- The role of libraries and archives in cultural programming is fostered and enhanced.
- Knowledge of New Brunswick history, heritage and citizenship is emphasized in education and lifelong learning.

#### **Key Actions**

To promote arts and cultural education and learning from early childhood through to post-secondary education and lifelong learning, the government has planned a course of action:

- Identify resources to carry out arts and heritage education and learning through arts programs, and cultural activities.
- Use digital media strategies to enhance cultural learning opportunities and to increase access to cultural resources.
- Review and enhance the strategy and implementation of early childhood cultural curricula and programs.
- Encourage and support interaction between schools and the cultural community through off-site arts and heritage experiences and through programs that bring artists and heritage professionals into schools.
- Implement the Linguistic and Cultural Development Policy in the Acadian and Francophone education system.
- Establish a provincial dialogue on cultural education in the Anglophone education K-12 system with artists, cultural professionals and community stakeholders, to provide recommendations for further development and integration of arts, heritage and culture in education.

<sup>9</sup> Post-secondary arts and heritage education and programs are referenced in Goals 2.1 and 2.3.

- Enhance the presence of First Nations' cultural contributions in school curricula.
- Share expertise and best practices on the implementation of community cultural development agents in schools and school districts.
- Establish support mechanisms for programs such as, Artists-in-Residency School Program, ArtSmarts, VanGO!, Heritage Fairs and *Semaine provinciale de la fierté française*, and ensure their impact throughout the school year.
- Continue the implementation of the New Brunswick Book policy for integration of books by New Brunswick authors in school curriculum and libraries.
- Include cultural referents and enhance the prominence of New Brunswick history and heritage, critical thinking and participation in civic life in school curricula and in school life.
- Continue to recognize and encourage lifelong learning programs in culture through community and post-secondary partnerships.
- Establish a one-percent public art policy for provincial and provincially-invested construction and development projects.
- Encourage high quality contemporary design and retrofit in school and post-secondary construction projects.
- Enhance the Heritage Fairs Program in Anglophone and Acadian and Francophone education systems.

#### **Goal 1.4 Social Development and Wellness**

Cultural engagement will play a key role in literacy, poverty reduction and communities-at-risk strategies, and in the mental and physical wellness and social development of New Brunswickers of all ages.

##### **Objectives**

- The role and impact of cultural engagement in addressing poverty, literacy, and at-risk groups and in wellness programs for all ages is understood, recognized and promoted.
- New Brunswick is a leader for cultural programs that promote wellness and address social issues.
- The value of partnerships between arts and heritage organizations and wellness and social development initiatives are recognized and developed.

##### **Key Actions**

In order to enhance the role of culture in the social development and wellness of New Brunswickers, the government has planned a course of action:

- Identify programs and funding mechanisms in New Brunswick which address social development issues (ex.; poverty, literacy, homelessness, at-risk communities) through cultural programs.
- Convene a provincial roundtable discussion with cultural, health, wellness and social development organizations, First Nations and community organizations and groups on the specific role of culture in promoting literacy and in addressing health and social issues and at-risk communities, and recommend specific collaborative initiatives.
- Recognize and share best practices for social development through cultural initiatives and develop culture and social development training initiatives.





## Direction 2: Artists, Arts Organizations and Cultural Professionals

*... artists need an environment in which freedom of expression is respected and honoured, and where new forms of creation and expression are appreciated. They need conditions that allow growth, including stable cultural organizations that develop knowledgeable and discerning audiences, as well as infrastructure, professional associations, cultural industries and cultural enterprises necessary to promote and disseminate their work.*

— New Brunswick Cultural Policy 2002, p.13

### Artists

The work of artists and creators move us, motivate us, stimulate our imaginations and influence our thoughts. Professional artists and designers are all central to the creative economy and their works cross many disciplines and enrich many aspects of our lives and our environment. Freedom of expression, the integrity of artistic expression and the autonomy of the artist are fundamental to a democratic society. The government upholds these principles and recognizes the need for support to artists and the professional creative sector that seeds, supports, produces or presents their work. As one part of this ecosystem, the government fosters excellence in the arts by providing funding to professional artists by a system of peer evaluation delivered through the New Brunswick Arts Board, an arm's length agency.

In Canada, many jurisdictions across the country have developed legislation and policies aimed at improving the economic and social status of the professional artist. Mechanisms have been introduced, such as taxation incentives, copyright protection and social, health and safety measures. These various initiatives recognize the importance of artists in society, encourage creative expression and ensure equitable treatment for artists, by responding to the atypical manner in which they work.<sup>10</sup>

<sup>10</sup> Examples: artists practice their craft for many years prior to becoming professional; substantial preparation time is required to train, research, rehearse, study or create a finished product; artists may work for many engagers at once, or none at all, or they may sell nothing for long periods, and then sell a great deal all at once; they often train, rehearse or research even while they are working, as an artist or outside their art; income is often supplemented with revenue from work outside their area of professional expertise and; they often have ongoing economic returns from completed work, either through copyright or contracts, or receive income from work long after it is finished. From: *Status of the Artist in Canada*, Neil Craig Associates, 2010 for Canadian Conference of the Arts.

New Brunswick artists must be secure in the notion that they have freedom of expression, and benefit from fair economic and social conditions to do their work. New Brunswick artists also need access to education, professional development and advanced training in their field.

### Arts Organizations

Arts organizations are essential to the creation, production, distribution and promotion of works of art, cultural events, festivals and cultural products. Arts producing and presenting organizations employ, engage or provide services to artists, such as actors, directors, designers, writers, musicians, dancers, visual artists, film makers, animators and choreographers. Professionals who work for arts organizations often form the core body of teachers, educators and animators for music, art, dance, theatre or creative writing, in schools, post-secondary institutions and private studios.

Professional associations, such as arts service organizations and artists or industry associations provide services, advocate, promote and work to build and strengthen the sector.

Unique in Canada, New Brunswick's population is dispersed among a number of smaller, diverse urban centres and communities. Today, approximately a third of New Brunswick's population lives in non-incorporated areas. This makes its challenges singular and its opportunities rich. A cultural organization must tour or disseminate products and experiences across the province, serving a number of areas outside its host city. New Brunswick communities therefore have the opportunity, and the collective responsibility, to share in the support of many of our cultural institutions and resources in order that we may all benefit.

In addition, regional cultural organizations or cultural clusters strategically meet the needs of urban and rural communities. The ensemble of cultural products and experiences at the provincial and local levels ensure that all New Brunswickers can participate and benefit from culture in everyday life.

### Cultural Professionals

Vibrant communities and a thriving creative sector require educated, trained, talented and skilled cultural workers. The need for degree programs and training opportunities in specific arts and heritage subject areas and disciplines in New Brunswick has been identified as critical if we wish to attract, educate and retain workers in the cultural sector.

A recent report of the Cultural Human Resources Council of Canada (CHRC) refers to the digital revolution that has changed the way cultural products are created, produced, marketed, distributed, conserved and interpreted. According to the report, training in digital media is essential in all cultural sectors. Training gaps analysis conducted by the CHRC over the past five years has also emphasized the need for business and management skills training in the cultural sector.

The cultural sector comprises 1.8 per cent of New Brunswick workers relative to the national average of 3.1 per cent, clearly representing a potential growth area for the province.<sup>11</sup> Many of these workers are self-employed, or work for cultural organizations and businesses. Cultural organizations often act as incubators to nurture and grow human capital and develop professional expertise in creative, technical and managerial skill areas.

Each year millions of dollars of in-kind labour is injected into the provincial economy by dedicated volunteers and unpaid workers. Recognizing the economic and social contribution of volunteers and ensuring succession in skilled volunteerism are important to maintain strength in the sector.

11 Canada's Cultural Sector Labour Force. Cultural Human Resources of Canada, 2004. [http://www.culturalhrc.ca/research/G738\\_CHRC\\_AnnexA\\_intro\\_E.pdf](http://www.culturalhrc.ca/research/G738_CHRC_AnnexA_intro_E.pdf)

## Goal 2.1 The Professional Artist

Recognize and support the valuable contributions of the professional artist to the social and economic prosperity of the province. Increase educational opportunities for artists, and examine and improve the working conditions and the economic and legal status of the artist.

### Objectives

- New Brunswick is a place where creativity, artistic independence, excellence, professional integrity, and freedom of expression are valued.
- New Brunswick artists benefit from healthy economic and working conditions and educational and professional development opportunities.
- New Brunswick artists are encouraged, educated, trained and supported to access local, regional, national and international markets.

### Key Actions

In order to recognize and support the valuable contributions of the professional artist to the social and economic prosperity of the province, the government has planned a course of action:

- Establish a working group comprised of artists, arts professionals and related-subject specialists to review, report and recommend on the economic and legal status of professional artists in New Brunswick.
- Uphold the principle of peer review and support arm's length funding mechanisms.
- Improve competitiveness of New Brunswick artists in grants processes within and outside New Brunswick through the provision of appropriate tools and services.
- Encourage contemporary and innovative art practices and critical writing.
- Promote existing networks and develop new opportunities for provincial touring by New Brunswick artists.
- Provide strategic support for artistic creation, market access, dissemination and professional development for New Brunswick artists.
- Encourage, support and promote post-secondary education and training opportunities in the cultural sector.

## Goal 2.2 Arts Organizations

Strengthen New Brunswick arts organizations to encourage innovation, creation, production, presentation and support for creative activity.

### Objectives

- Arts organizations are strengthened in order to produce creative work and deliver cultural programming across the province.
- Cultural programming and services are delivered appropriately, efficiently and effectively to New Brunswickers.

### Key Actions

In order to strengthen arts organizations and encourage creative activity, production and presentation, the government has planned a course of action:

- Develop a province-wide plan to improve cultural infrastructure for the creation, production and dissemination of the work of artists.
- Ensure that funding models encourage innovation, excellence and contemporary art practices in ways that are appropriate for New Brunswick communities.
- Strategically increase developmental and/or funding support for art creation, production and dissemination and critical writing.
- Encourage marketing and dissemination of cultural products through technology.

## Goal 2.3 Cultural Human Resources

Develop and strengthen human resources in the arts and heritage sectors through education, training and professional development.

### Objectives

- Relevant education and training opportunities are available for arts and heritage professionals.
- Excellence in cultural leadership is fostered in order to optimize the production and delivery of cultural programs and services.
- New Brunswick's cultural sector thrives through the contribution of a dynamic workforce.

- Volunteers are recognized and volunteer capacity grows and flourishes in the sector.
- The role of students is recognized and students have the opportunity to volunteer, serve in internships or train in the cultural sector.
- Artists and cultural professionals have opportunities to learn and develop subject area expertise and time to create new work.

### ***Key Actions***

In order to develop and strengthen human resources through education, training and professional development within the cultural sector, the government has planned a course of action:

- Better understand demographic trends in the cultural sector in order to address growth areas and plan succession in the sector.
- Identify specific education, training and professional development needs among artists and cultural professionals.
- Encourage and facilitate partnerships or cultural clusters among cultural professionals, post-secondary institutions and cultural organizations to address human resource training and capacity development in the sector.
- Recognize excellence in cultural leadership.
- Promote the cultural sector as a viable career option.
- Explore the feasibility of volunteer and training incentives.



### **Direction 3: Creating, Conserving and Celebrating our Heritage**

*Our cultural heritage instills self-awareness, self-knowledge and pride. Our cultural resources, both contemporary and historical, must be valued and preserved for current and future generations.*

— New Brunswick Cultural Policy 2002, p.15

The history of this place and stories of the lives lived here over time, are fundamental to our shared identity as New Brunswickers. These may be represented in stories and oral histories, archaeological and archival records, sacred places, artifacts and scientific specimens, heritage and contemporary built forms or reflections of ourselves in art, film, books and music. These inform our collective identity and provide an impression of who we are to the rest of the world. Conservation of our heritage and the strength of our cultural institutions, preserve this legacy.

New Brunswick's history is worthy of recognition, commemoration and celebration. Through the work of cultural institutions, government programs, publications and community events, New Brunswickers are engaged in common understanding and pride.

Public art contributes to the appeal, character and identity of a community and is frequently part of urban design and heritage area revitalization initiatives. Public art supports artists, advances heritage awareness, encourages foot traffic, attracts visitors and strengthens local economies. It demonstrates support for the arts and fosters private investment in the arts. Inspiring contemporary public buildings and landscapes stimulate our senses and encourage us to imagine greater possibilities.

Innovation and high achievement in building design and rehabilitation, public art and the revitalization of architectural heritage will create rich and dynamic places that are fundamental in attracting people to live, visit, work, play, learn and contribute.

### Goal 3.1 Cultural Resource Leadership

Provide leadership for, and stewardship of, New Brunswick's heritage and cultural resources.

#### Objectives

- New Brunswick's natural and built heritage resources, archaeological resources, landscapes and arts and heritage collections are valued, conserved, enhanced and shared with present and future generations.
- Significant New Brunswick stories are recognized, preserved and shared with present and future generations.
- The Province assumes a leadership role in the stewardship of cultural resources under its direct responsibility.
- Municipalities and communities have the tools necessary for realizing the potential of their heritage resources.
- Through collaboration, First Nations' heritage resources are conserved, celebrated and accessible to all New Brunswickers through appropriate and sustainable facilities in First Nations communities and within provincial cultural institutions.
- Key cultural institutions in the Province are sustainable and their infrastructures and operations are strengthened in order that they may serve all New Brunswickers.
- Historical societies, community museums, collections-based institutions of regional significance and the Community Museum Network are recognized and supported for their role in community cultural, social and economic development.
- New Brunswick cultural resources play an important role in the growth of the province's creative economy.

#### Key Actions

To provide leadership for, and stewardship of, New Brunswick's heritage resources and infrastructure, the government has planned a course of action:

- Develop and implement a values-based approach for the stewardship of provincially owned heritage buildings and properties.

- Review New Brunswick's *Heritage Conservation Act* to gauge its effectiveness as a fundamental tool in the conservation and commemoration of tangible and intangible heritage resources.
- Inform and promote to the public about the value of paleontological, archaeological, and built heritage resources and requirements under the *Heritage Conservation Act*.
- Optimize the New Brunswick Register of Historic Places to document, hold and disseminate information on heritage places in New Brunswick and as a tool for communities to build awareness of their heritage resources.
- Endorse and promote to municipalities, the heritage sector and individuals the *Standards and Guidelines for the Conservation of Historic Places in Canada* as the best practices approach to heritage conservation.
- Review and, if required, revise criteria for existing provincial heritage incentive programs to increase applicability and uptake as well as to identify gaps and opportunities in the incentive regime.
- Implement agreements and initiatives with First Nations and First Nations organizations regarding heritage resources to strengthen ongoing partnerships in conservation and recognition.
- Identify and address funding, infrastructure and renewal needs of key cultural institutions in the province.
- Develop and implement a cross government cultural collections policy and management approach.
- Review the collections and stories held by key cultural institutions holistically to identify gaps and develop approaches to address these gaps.
- Engage the heritage sector in identifying a mechanism to advise government and raise awareness for built heritage issues.
- Maintain and improve approaches to funding programs for community museums, collections-based institutions of regional significance and historical societies to meet the demands of the digital age and to further enhance the community museum network.

- Develop and implement a formalized and inclusive approach to the commemoration and celebration of significant historical events including the 150<sup>th</sup> anniversary of Confederation in 2017.
- Strengthen heritage resources impact assessment processes in Environmental Impact Assessment and planning exercises.
- Develop an approach to conservation of religious built heritage in the province.
- Improve online access to New Brunswick's cultural resources.

### **Goal 3.2: New Brunswick's Natural Heritage**

Preserve, interpret and promote New Brunswick's natural heritage.

#### **Objectives**

- There is a recognition and understanding of New Brunswick's natural heritage through research and protection of unique environments.
- There is a recognition and understanding of New Brunswick's natural heritage through research, preservation and public awareness of natural heritage collections and stories.
- There is a recognition and understanding of the inter-relationships between the natural environment and human heritage.

#### **Key Actions**

To ensure the recognition, understanding and preservation of New Brunswick's natural heritage, the government has planned a course of action:

- Document and recognize portage routes used by First Nations and others to travel throughout New Brunswick.
- Recognize traditional uses of New Brunswick's natural heritage for mental and physical wellness.
- Recognize the public value of New Brunswick's protected environments.
- Support activities to research, document, preserve, interpret and enhance public awareness of the diverse natural heritage of the province, as found both in protected environments and in regions throughout New Brunswick.

- Strengthen the implementation of the paleontological component of the *Heritage Conservation Act* to ensure awareness and conservation of these resources.
- Recognize, through provincial designation, significant sites with both natural and human heritage stories.
- Improve online access to New Brunswick's cultural resources.

### **Goal 3.3 Creating the Built Heritage of the Future**

Inspire a unique and contemporary built environment in New Brunswick.

#### **Objectives**

- New Brunswickers enjoy and have a strong sense of pride and ownership of their built environment.
- Increased presence and visibility of public art in all New Brunswick communities reflect the various cultural influences in the Province.
- Optimal conditions and mechanisms exist for innovative, contemporary structures to be designed and built in New Brunswick.

#### **Key Actions**

To ensure a unique and contemporary built environment in New Brunswick, the government has planned a course of action:

- Establish a one-percent public art policy for provincial and provincially-invested construction and development projects.
- Encourage municipalities to establish a one-percent public art policy for municipal construction and development projects.
- Devise approaches to increasing appreciation of excellence in design and planning in the built environment for the general public and decision makers.
- Encourage excellence in contemporary design of public and private buildings and spaces including consideration of sustainability and climate change issues.
- Support the development of post-secondary programming related to design of the built environment and urban planning.



#### **Direction 4: Culture and the Economy**

*Culture contributes to the profile of our province and enriches the quality of life, encouraging New Brunswickers to remain or return here to live, learn, work and raise a family. ... it is a major factor in attracting new residents.*

— New Brunswick Cultural Policy 2002, p.16

People employed in the creative sector account for nearly 30 per cent of the workforce in developed countries, double what it was twenty years ago, and an increase tenfold from the turn of the last century. In 2008, the Conference Board of Canada estimated the total economic footprint of the Canadian cultural sector to be \$85 billion or 7.4 per cent of Real Gross Domestic Product (GDP) with more than 1.1 million jobs associated with this sector.<sup>12</sup> This is worth more than the forestry and automotive sectors combined. Consumer spending on cultural goods grew by 36 per cent over the last decade. Public investment in the creative sector clearly yields high direct and indirect economic returns.

<sup>12</sup> Conference Board of Canada. (2008). *Valuing Culture: Measuring and Understanding Canada's Creative Economy*. International Forum on the Creative Economy. Gatineau

In New Brunswick, however, the cultural sector's estimated direct contribution to the provincial GDP is around 2.5 per cent annually and the sector directly employs approximately 1.8 per cent of the overall provincial labour force.<sup>13</sup> This leaves room to grow.

Creative and knowledge-based industry in Canada consists primarily of small and medium sized enterprises, often located in, or creating, vibrant community core areas. Integral to the creative economy are cultural industries including film, digital media, publishing, music and sound recording, fine craft, design and architecture. Artists, cultural professionals and creative workers are central to

<sup>13</sup> Econometric Research Inc. for Department of Wellness, Culture and Sport, Government of New Brunswick. *The Economic Value of Cultural Industries Including Film in New Brunswick: A Comparative Analysis*. Mimeo, July 2009, pg. 3.



generate the 'creative quotient'— that value-added element of a good or service that distinguishes it based on its creative, expressive or aesthetic quality.

Artists, cultural organizations and cultural industries play a role in attracting residents and stimulating investment in a region. A culture of creativity can empower entrepreneurial, altruistic and community-spirited activity. Without creativity, innovation and knowledge-based activity, a society may lack vitality and competitiveness and can underachieve on a number of levels.

Along with economic health and vitality, a creative culture can foster equity and social justice, potentially resulting in reduced costs in health and social remediation programs. Culture contributes to a literate, actualized society, capable of reaching and exceeding its potential.

Regions that are successful in attracting skilled labour and in promoting cultural tourism build on their authentic and unique features. These can include their physical, artistic and cultural resources, and the development of an image or identity that attracts others. Creative communities will attract and retain a multi-generational, educated and diverse workforce. New Brunswick must set the stage to be an attractive home to the next generation of bright, creative thinkers and doers.

#### **Goal 4.1 New Brunswick's Creative Economic Sector**

To galvanize the creative economic sector and transform the creative landscape of New Brunswick, the province will bring together creative minds from education, business, healthcare, technology, heritage and the arts. Together we will develop, support and strengthen initiatives to promote synergies and growth.

##### **Objectives**

- The direct and indirect economic and social benefits of the creative sector in New Brunswick are clearly documented and understood by decision makers.
- Cultural industries, such as publishing, digital media, film, music and sound recording, are strong components of New Brunswick's economy and are competitive beyond its borders.
- New Brunswick has a strategy to incubate product development and encourage opportunities for cross-sectorial collaboration.
- Post-secondary education prepares graduates for careers in the creative economy.
- Cultural products and experiences stimulate economic activity, attract visitors and investment to the province and are widely exported nationally and internationally.
- Cultural tourism is an important contributor to New Brunswick's economy.

##### **Key Actions**

To develop, support and strengthen initiatives to promote the cultural sector and the creative economy, the government has planned a course of action:

- Provide strategic support for the development of cultural industries.
- Engage expertise to provide advice on audience and market development, touring and export.
- Build on the excellence and best practices of New Brunswick's professional artists, cultural institutions, organizations and creative enterprises and businesses.
- Establish a task force of experts to develop an approach to increase New Brunswick's participation in the creative economy that would:
  - Understand the direct and indirect economic impacts of the creative sector and identify gaps and opportunities in the sector.
  - In partnership with First Nations, the private sector, post-secondary institutions, cultural organizations and government, develop an action plan and implement an economic strategy for the creative economy.
- Develop training initiatives for business skills, market development and grant writing.

- Develop a program to support marketing and sales of cultural products and experiences through technology.
- Encourage and facilitate partnerships or cultural clusters among cultural professionals, post-secondary institutions and cultural organizations to address human resource training and capacity development in the sector.
- Promote the cultural sector as a viable career option for youth.

#### **Goal 4.2 Community Economic Development through Culture**

Revitalize communities by strengthening cultural identity and experiences and enhancing resources and infrastructure.

##### ***Objectives***

- Identity, culture and place play a strong role in attracting investment to, and stimulating growth in New Brunswick communities.
- Cultural infrastructure and resources are strengthened in communities and excellent cultural products are created.
- Cultural tourism strategies are enhanced through the use of authentic community cultural resources.

##### ***Key Actions***

To enable the revitalization of communities through enhanced cultural identity, resources, infrastructure and experiences, the government has planned a course of action:

- Complete the cultural infrastructure database initiative and partner with communities to undertake mapping of cultural assets.
- Identify a framework and benchmarks to measure community cultural participation in order to target investment.
- Improve online access to New Brunswick's cultural resources.

- Position culture within New Brunswick's investment attraction package and export development strategy.
- Position culture as part of New Brunswick's immigration attraction and retention strategies.
- Work with the tourism industry to enhance and further optimize cultural tourism opportunities.
- Work in collaboration with First Nations, municipalities and communities on the establishment of regional cultural development strategies.
- Enhance incentives and support for communities to strengthen or develop arts and heritage assets.
- Explore opportunities to enhance cultural tourism revenues.

## Implementation, Oversight and Evaluation of the renewed Cultural Policy

*Creative Futures* is both historically rooted and forward-looking. It respects the contributions of the past and envisions a vibrant, contemporary future for New Brunswick. Through this renewed Cultural Policy, the government takes responsibility in partnership with First Nations, official languages communities, stakeholders and the private sector, to enrich the lives of New Brunswick citizens through culture.

A detailed implementation plan will involve key government departments which are engaged in ensuring the success of the policy goals. The implementation plan will establish a timeline for action planning items in support of the policy's objectives, including short-, medium-, and long-term priorities. The plan will also identify resource allocation and determine areas of responsibility across government.

The government will provide oversight through the Department of Tourism, Heritage and Culture to monitor and prompt continuous momentum over the policy's five-year implementation period. An accountability framework will set measures to evaluate the success of the policy objectives. All implicated government departments and stakeholders need to be active and engaged in order to move the objectives of the renewed Cultural Policy forward.





# Part 2 A Summary of Public Consultation Views

As part of the renewal process, New Brunswickers were consulted in a number of ways. A Cultural Policy Working Group was established, comprised of individuals from across the province with in-depth knowledge and experience in heritage, the arts, education and training, community cultural development and cultural industries. This group met several times over the course of the renewal period and provided counsel and advice on the policy renewal priorities and key issues.

Members of the general public were also encouraged to provide their input in person at one of eight public meetings held in September and October 2012 at eight locations across the province. The public was also invited to share views through an on-line portal or to provide a submission by mail. A total of 370 people attended the public consultations, seventy presentations were heard from interlocutors and seventy-eight briefs and email submissions were received and posted online.

Mi'gmaq and Wolastoqiyik First Nations provided substantial input, including written submissions developed from engagement sessions with various community representatives. The cultural policy renewal process also takes into consideration many recommendations from *A Global Strategy for the integration of Arts and Culture in Acadian Society in New Brunswick*, the important societal project led by *l'Association acadienne des artistes professionnels du Nouveau-Brunswick (AAAPNB)*, developed from 2006 to 2009 and adopted in 2009.

## Overarching Feedback

### What We Heard

- A vibrant culture creates a sense of place, identity and contributes to the fundamental value of a society.
- Spending on culture should be considered an investment. Resources invested in culture build local economies, create social capital and strong communities, attract investment, create jobs and provide return in taxes and deferred spending in social programs.
- First Nations' culture, knowledge and language are key to comprehensive and inclusive provincial cultural development and identity.
- New Brunswick has a distinct dual language identity that must be recognized and celebrated.
- Culture transcends language and encompasses traditions from diverse founding cultures and from newcomers to the province.
- The government should emphasize a culture of excellence and support for renowned key cultural entities of national and international significance.
- Technology needs to be used to create awareness of culture and deliver cultural services.
- Resources for culture should be fairly distributed to regions of the province.
- Public-private partnerships can help deliver some programs.
- Ongoing advice and input from the cultural community should be received through a formalized process.
- An action plan followed by an implementation plan with measurable result areas will help the province regularly evaluate progress on the cultural policy
- The policy needs support and collaboration across government departments.

## Direction 1: Culture in Everyday Life

### What We Heard

- Access to culture shapes our collective identity and promotes population recruitment and retention. For “New Brunswickers by choice” cultural activity often helps establish roots in the community.
- Historic and contemporary public spaces and streetscapes play a role in creating a sense of place.
- Knowing their history helps children develop a stabilizing identity.
- People in isolated areas need more access to artists and tools to enjoy and promote artists and cultural activities in their regions.
- Culture should be integrated from pre-school through to lifelong learning programs; to develop a sense of identity, community, self-awareness, skill-building, wellness and personal enrichment.
- A province-wide cohesive education plan should provide equal access to culture for schools in Anglophone and Francophone districts.
- Artists play a key role in defining our culture and providing a contemporary portrait of ourselves.
- Culture is a key part of wellness and learning, and can play a role in healing and social development.
- New Brunswick is a leader in cultural programs that promote literacy and address poverty, bullying, youth-at-risk, high-school truancy, isolation and other social issues. We need to build on this.

*A Global Strategy for the integration of Arts and Culture into Acadian Society in New Brunswick* recommends the integration of arts and culture into municipalities and communities through regional cultural development. This includes a number of strategic objectives:

- Improve cooperation and governance practices in the arts and culture at the provincial, regional and local level.
- Ensure equitable sharing of financial and material resources.

- Increase the competency of human resources in regional cultural development.

*A Global Strategy for the integration of Arts and Culture into Acadian Society* also recommends improving the teaching of arts and culture in the school system through a number of strategic objectives:

- Improve the teaching of art and culture in the school system.
- Increase the integration of artists and their works into educational settings.
- Strengthen school/community partnerships in the process of integration of arts and culture into education.

The document *Mi'gmaq and Wolastoqiyik First Nations Recommendations to the New Brunswick Cultural Policy Renewal Committee* puts forward many key recommendations including:

- Article 31 of the United Nations Declaration on the Rights of Indigenous Peoples, which reads:
  - “1. Indigenous peoples have the right to maintain, control, protect and develop their cultural heritage, traditional knowledge and traditional cultural expressions, as well as the manifestation of their sciences, technologies and cultures, including human and genetic resources, seeds, medicines, knowledge of the properties of fauna and flora, oral traditions, literatures, designs, sports, traditional games and visual and performing arts. They also have the right to maintain, control, protect and develop their intellectual property over such cultural heritage, traditional knowledge and traditional cultural expressions.”
  - “2. In conjunction with indigenous peoples, States shall take effective measures to recognize and protect the exercise of these rights.”
- “...We need to teach all children the true story of First Nations’ Peoples, so they don’t fall victim to the negative stereotypes that have been created by others, stereotypes that still conveniently aid and justify the continued dispossession and marginalization of First Nations’ societies...”

- “We want to see a more focused and effective strategy in the promotion and recognition of our First Nations artists and craftspeople in New Brunswick.”
- “We also applaud the New Brunswick Museum for engaging with us in an effort to develop a public awareness and education program that is intended to increase knowledge of the Mi’gmaq and Wolastoqiyik Peoples and our culture. It is also intended to celebrate the history that we share with all New Brunswickers in the creation and building of this Province.”

## **Direction 2: Artists, Arts Organizations and Cultural Professionals**

### *What We Heard*

- Institutions and arts organizations must play a key role in supporting artists and providing communities with arts experiences. Key arts institutions in the province have a mandate to serve many centres and communities.
- Provincial arts service organizations are important to the milieu and need to ensure programs are targeted, efficient and not duplicated.
- The peer assessment principle and arm’s length funding mechanisms are key to providing support to artists and the arts in New Brunswick.
- The province should ensure that its support for cultural organizations is fairly distributed to regions of the province.
- New Brunswick should identify or establish a working group to explore and make recommendations on the economic and legal status of the artist.
- New Brunswick needs to explore training needs with the rise of the digital economy, and better lever technology to provide access and awareness in the cultural sector.
- Training for artists and cultural professionals, the role of volunteers and students, and succession planning are key issues in developing human resource capacity within the sector.

- New Brunswick cultural products and experiences need to be competitive in the national arena – market access and dissemination is critical to the success of our artists and cultural organizations.

*A Global Strategy for the integration of Arts and Culture into Acadian Society* included a number of recommendations on the role of the artist and arts organizations in society:

- Recognize the professional status of the artist and improve the socio-economic status of artists.
- Improve education in all arts disciplines and ensure that appropriate continuing education opportunities are offered to artists.
- Ensure processes that are more representative, co-operative, strategic and effective.
- Strengthen and improve physical infrastructures for creation, production, distribution and marketing, and improve access to them.
- Strengthen and improve the organizational capacity of arts and cultural organizations, festivals and events, and cultural enterprises.

## **Direction 3: Creating, Conserving and Celebrating our Heritage**

### *What We Heard*

- New Brunswick should recognize and emphasize its key cultural institutions of national and international significance, as these institutions are critical in the stewardships of our cultural assets and raising awareness about culture throughout the province.
- The Community Museums Network, an outcome of the 2002 Cultural Policy, has been largely successful in engaging community museums across the province, and should be maintained and enhanced to meet the needs of the digital era.
- New Brunswick needs an advisory mechanism for built heritage in the province.

- The province should develop a public art policy in which one percent of the budget of provincial building projects and buildings, in which the province is invested, is allocated to an art component.
- As well as preserving and re-purposing heritage buildings, New Brunswick must build the heritage of the future, through innovative design, high quality, contemporary architecture and public art.
- As New Brunswick's architecture becomes more diverse and contemporary, this relays a message that New Brunswick is a positive and forward-thinking culture.
- Public buildings should be healthy, inspiring and creative places for New Brunswickers to learn, train, create, play and heal.
- New Brunswick has significant and pressing cultural infrastructure issues, particularly related to facilities, collections management and funding for operations for its public museums and galleries.

The document *Mi'gmaq and Wolastoqiyik First Nations Recommendations to the New Brunswick Cultural Policy Renewal Committee* puts forward many key recommendations including:

- "...Our aboriginal languages are in danger of extinction. ...This is both an educational and cultural issue. ...Our youth want and need to hear and speak their native language, not just be able to read and write it."

## Direction 4: Culture and the Creative Economy

### What We Heard

- Culture contributes to a more dynamic economy that attracts business, drives entrepreneurship and motivates young people to stay and pursue a career in New Brunswick. Cultural activity also helps make small communities more sustainable.
- We need a broader and more common definition of cultural tourism. Cultural tourism should extend beyond the folkloric aspects of culture to include contemporary cultural activity in New Brunswick.
- Technology and the global economy mean that geographically-isolated areas with small populations, can generate competitive industries in the creative economy, provided they have access to tools and resources.
- Creative, aesthetic and distinctive components of products create added value, making the product more competitive.
- The creative industries and the cultural sector need to be a focus area of New Brunswick's economic development planning— we need 'design' stories, not just 'technology' stories.
- Wider visibility and export of New Brunswick's cultural products along with emphasis on New Brunswick's identity, culture and pride of place can help to attract and retain new citizens, visitors and businesses.
- New Brunswick can be branded as a cultural destination both for visitors and companies who want to do business in New Brunswick – where people can enjoy a fulfilling quality of life.
- A creative economy development strategy for New Brunswick should emphasize creativity, design and training.



# Appendices

## Appendix 1: Definitions

### **Art**

A process of human creation or invention of an original idea with aesthetic content. For the purpose of this policy, the arts are defined as including the visual arts, the literary arts, crafts, music, theatre, dance, performance, media arts, architecture and interdisciplinary arts. A work of art is produced by the transformation of an original idea through the artist's skill, technique and knowledge.

### **Cultural enterprise**

A private company, commercial or non-profit organization engaged in the production, distribution, promotion or sale of cultural products.

### **Cultural development organization**

Non-profit organization that fosters cultural development in the community by offering cultural programming that cultivates and promotes the talent of young artists and supports members of the cultural community by raising public awareness of arts and/or heritage.

### **Cultural industry**

Activities dealing largely in the production of goods whose primary economic value is derived from their cultural value. For the purpose of this policy, the term cultural industry refers, for the most part, to book and magazine publishing, film and new media, the performing arts, music and sound recording and fine craft. In addition, the policy recognizes that the arts, such as visual arts, theatre, music, dance, literature, and organizations, and activities, such as concerts, performances, festivals, museums and galleries, design, architecture, broadcast media, animation and gaming, are contingently implicated in the success and vitality of the cultural industries.

### **Cultural product**

Physical or experiential result of artistic or heritage endeavours available for purchase or consumption. It includes festivals, performances, visual arts, fine crafts, museums, heritage places, Internet sites, libraries and all the products that result from the cultural industries.

### **Cultural professional**

An individual whose education or experience qualifies him or her to work in the creation, research, interpretation, management, dissemination or promotion of arts or heritage. This may include arts and heritage professionals, designers, architects and other professionals in the cultural and creative industries.

### **Cultural resource**

The tangible or intangible component of art and heritage, as well as the infrastructure and financial support required to create, develop and maintain the component.

### **Cultural tourism**

Tourism motivated by an interest in other peoples, other places, and other cultures. Typically, this interest focuses on museums and art galleries, arts events and cultural festivals, historic places, authentic cultural attractions, heritage attractions, architecture, and local customs and cuisine.

## **Culture**

In the broad sense, everything that relates to the way of life of a people, a particular group, or a civilization. It may include but is not limited to; language, beliefs, heritage, customs, traditions, artistic expression, etc. For the purpose of this cultural policy, the word “culture” comprises natural and human heritage, the arts, and cultural industries and enterprises.

## **Heritage**

The tangible and intangible aspects of our natural and cultural past, from prehistory to the present. Tangible aspects include buildings and structures, archaeological and historic sites, cultural landscapes, cemeteries, sacred places, monuments, artifacts, specimens and collections. Intangible aspects include beliefs, ideas, customs, toponymy, language, religion, stories and many others.

## **Infrastructure**

Resources that support and/or provide public access to the arts and heritage, including access for artists and others working in culture, for the creation, production, dissemination and promotion of arts and cultural products. These resources include:

- a) arts, heritage, and cultural facilities and equipment;
- b) organizational structures;
- c) human resources; and
- d) training and educational structures.

## **Key Cultural Institution**

An institution owned by the province, or with a legislated provincial mandate. Key cultural institutions own and manage physical collections of heritage or artistic significance to the province and own or maintain a physical infrastructure for their preservation, conservation, exhibition and interpretation. For the purpose of this policy these include the New Brunswick Museum, the Beaverbrook Art Gallery, Kings Landing Historical Settlement, Le Village Historique Acadien, and the Provincial Archives of New Brunswick.

## **Institutions of Regional Significance**

A collections-based institution with a mandate and ability to understand, collect, preserve and interpret a significant component of New Brunswick’s cultural heritage. For the purpose of this policy, this includes but is not limited to Musée acadien de l’Université de Moncton, La Galerie d’art Louise-et-Reuben-Cohen, Metepenagiag Heritage Park, Resurgo Place, and the Owens Art Gallery.

## **Professional artist**

An individual who practises an art and aspires to earn a living thereby, who offers his or her services as a creator or performer in one or more arts disciplines in return for remuneration, who has undertaken a course of accredited or equivalent training in the field of the art discipline and/or who is recognized by his or her peers.

## **Professional arts association**

A non-profit organization whose aim is to improve the professional lives of artists by directly furthering the interests of artists, creators, arts organizations, and members of the arts community through activities related to policy development and delivery of professional services, including public awareness and arts advocacy.

## **Professional arts organization or company**

A non-profit organization dedicated to the creation, production or dissemination of art on a professional basis.

## **Professional heritage association**

A non-profit organization whose aim is to improve and support those working in the areas of museums, historic sites, archaeology, heritage preservation and archives, through activities related to policy development, professional development and standards, information sharing and heritage advocacy.

## **Regional Cultural Development**

Approach that makes cultural development a central rallying point for all sectors of a community for the purpose of developing and implementing strategies for the integration of art, culture, and heritage in the region.

## Appendix 2: New Brunswick Government Policy Linkages

Through extensive interdepartmental consultation the government has ensured that the values, objectives and actions described in *Creative Futures* directly and indirectly supports or aligns with existing policy areas and commitments across government. Some of these include:

### Linguistic and Cultural Development Policy

For a number of years, New Brunswick's Acadian and Francophone community has gone through significant socio-demographic changes. Those changes have created certain challenges for the French-language education system, including that of a steady decline in enrolment. The sense of urgency is palpable within the Acadian and Francophone education system. The Linguistic and Cultural Development Policy (LCDP) has therefore been developed, which provides direction and a vision tailored to the needs of New Brunswick's Acadian and Francophone community.

The LCDP is designed to increase the capacity of educational institutions and their partners to carry out the dual mission of Acadian and Francophone schools, which is academic success and identity building for each student. The French-language school is sometimes the only place where students are in contact with the French language and culture. The renewed cultural policy will therefore reinforce the efforts of the education system by strengthening all aspects of the cultural environment and by supporting the schools in their role as a forum for linguistic and cultural development.

### New Brunswick Book Policy

*"The Government of New Brunswick wants to encourage the people of this province to become active readers, and it recognizes that books are a special gateway to the realm of the imagination.... (p. 3)*

*Books impart knowledge of society, language, and history, and are strong transmitters of our identity and our culture." (p. 5)*

### Overcoming Poverty Together, The New Brunswick Economic and Social Inclusion Plan, 2014 – 2019

- **Opportunities for Being**  
*"...move from focus on income poverty to social and economic inclusion..." (p.3)*
- **Opportunities for Becoming**  
*"Advance the community school concept with a particular focus on literacy and numeracy, life skills, experiential learning, trades and cooperative education, and extra-curricular activities..." (p.5)*

### Re-Building New Brunswick: Strategies for Innovation, April 2012

Culture can play an important role in fostering creative thinking in order to:

*"build an innovation ecosystem that supports access to ideas, people, and capital" (p.12)*

### Live Well, Be Well, New Brunswick's Wellness Strategy 2009 – 2014

*"Mental fitness & resilience levels of New Brunswickers will be improved by addressing the needs of autonomy, relatedness and competency. Addressing such need areas requires heightening a sense of belonging in the workplace, schools, communities and homes..." (p.12)*

### Putting Children First— Positioning Early Childhood for the future, June 2012

*"The plan set forth in this document reflects the provincial government's early childhood priorities. It sets the foundation for ongoing system reform and builds momentum for the continuing expansion of early childhood services. Our plan protects and promotes the vibrant linguistic and cultural elements that make New Brunswick unique—and a special place in which to live." (p. 2)*

## Disability Action Plan, May 2012

### Recreation / Wellness

- *To increase the number of persons with disabilities of all types and of all ages to regularly participate in healthy recreation and wellness activities.*
- *To ensure that all public recreational programs and facilities are doing what is necessary to enable the inclusive participation of persons with disabilities.*  
(p.13)

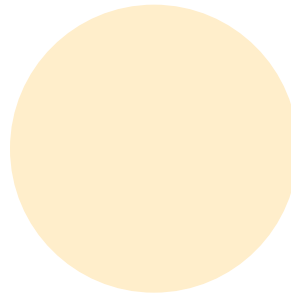
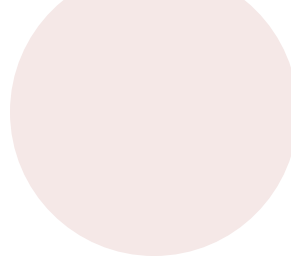
### Be Our Future:

#### New Brunswick's Population Growth Strategy

- **Retaining youth through engagement**  
*"... create stronger linkages between youth, their communities and employers as a means of retention and to instill a greater sense of belonging... a greater sense of civic engagement within the citizenry of the province, especially among its youth. We need to engage youth in the history, culture, art and public life of New Brunswick."* (p.8)
- **Promoting Diversity and Multiculturalism** (p.5)
- **The Importance of New Brunswick's Linguistic Profile**  
*"One of the things that makes New Brunswick a unique place to be is our two official languages and the cultural richness it brings to our communities, our history, our art and music and to every aspect of our lives."* (p.8)

#### Climate Change Action Plan, 2007 – 2012

- *"Encourage improved preservation and management of green spaces through the provincial planning policy initiative"* (p.9)
- *"Work with communities and planning commissions to develop effective zoning policies that take advantage of conservation design, and that adopt smart growth community-planning principles that consider climate change impacts/adaptation and emissions reductions."* (p.10)



## Appendix 3: Acknowledgements

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## Appendix 5: Photo Credits

We would like to thank artists, photographers and others who are listed below for use of their images. Aspects of all images listed below were found on the following pages:

### Cover

- **Escuminac Monument**; GNB Image Bank
- **Pennfield Dig**; View of a 2011 excavations associated with the Route 1 Gateway Project near Pennfield, NB. This particular site was occupied between 4400 - 3200 years ago. Department of Tourism, Heritage and Culture
- **Library and children**; Book launch at the Dieppe Public Library, Lisa Lévesque, Bouton d'or Acadie, May 27, 2013
- **Harvest Jazz and Blues Festival**; Tourism, Heritage and Culture image
- **Highland Dancers**; GNB Image Bank
- **Symphony New Brunswick**; Photo by Rob Blanchard
- **Université de Moncton**; Environmental Sciences Building, Université de Moncton, Building designed by Architects 4, Moncton, photo by Lawren Campbell
- **Edmundston Arts Centre**; Official opening, October 4, 2013, Office du tourisme Edmundston Madawaska image
- **Desk**; Thomas Nisbet & Son, submitted by NB Museum
- **First Nations**; Tourism, Heritage and Culture image
- **Bay of Fundy**; Tourism, Heritage and Culture image
- **Festival acadien de Caraquet**; Tintamarre; Tourism, Heritage and Culture image

### Inside cover

- **Staircase**; Former Saint John County Courthouse, photo submitted by John Leroux

### Page 4

- **Beaverbrook Art Gallery**; *Four Horses*, 2003 by Canadian artist Max Streicher (on the roof of the Beaverbrook Art Gallery), photo by Gallery staff
- **Ballet**; Anya Nesvitaylo and Kosta Voynov of the Atlantic Ballet Theatre of Canada in *Romeo and Juliet*. Photo by Aleksandr Onyshchenko
- **Caroline Savoie and the Backyard Devils**; Festival interceltique de Lorient (France) August 2013, photo by Carol Doucet

### Page 10

- **Asian Heritage event**; Ceremony for Asian Heritage Month, May 2014 at the Atrium of Market Square, submitted by City of Saint John
- **NBYO – Sistema**; Children practicing for the Sistema NB – Tobique First Nation final concert at Mah–Sos school, Tobique, May 2014 (L to R: Koda Wolfe, Alaira Nicholas, C'anna Moulten, Darien Bear, Braxton Perley-Moulten, Adriana Aube), photo by NBYO staff
- **Kings Landing**; submitted by Kings Landing staff
- **Re-enactment March**; Recruiting Acadians for the March of the 104th Regiment during the War of 1812, a re-enactment organized by the École des arts de la scène du Capitol, Kouchibouguac National Park. Photo by Gilles Thibodeau

### Page 15

- **Galerie Cohen, Université de Moncton**; 50//50//50, an exhibition of fifty years of visual art instruction at Université de Moncton, curated by Herménégilde Chiasson, presented in Winter 2014. Photo by Mathieu Léger
- **Harvest Jazz and Blues Festival**; Tourism, Heritage and Culture image
- **Théâtre populaire d'Acadie**; Ludger Beaulieu and Sylvain Ward (L to R) in *BUMP-La secousse de Springhill*, presented by Théâtre populaire d'Acadie in March-April 2014, photo by Noémie Roy Lavoie

### Page 19

- **Centerbeam**; CenterBeam Place, Saint John, New Brunswick, Commercial Properties Limited (CenterBeam Place consists of eleven rehabilitated Italianate and Second Empire buildings encompassing an entire city block of uptown Saint John)
- **Université de Moncton**; Environmental Sciences Building, Université de Moncton, Building designed by Architects 4, Moncton, photo by Lawren Campbell
- **NB Museum, Hall of Great Whales**; submitted by the NB Museum

### Page 22

- **Belle Baie production**; TV series shooting, Belle-Baie V, Caraquet, November 2011, photo by Julie D'Amour-Léger
- **New Brunswick College of Craft and Design**; Instructor Alan Edwards and students working with a Z250 3D Printer. (L to R) Alan Edwards, Richard Hazen, photo by Drew Gilbert
- **Village Historique Acadien**; GNB Image Bank
- **Jardin botanique**; *Khronos* by artist Éveline Gallant-Fournier installed at le Jardin botanique du Nouveau-Brunswick, photo by Daniel Aucoin

### Page 26

- **People Waiting** by the late John Hooper; photo by Discover Saint John
- **Highland Dancers**; GNB Image Bank
- **First Nations woman**; Tourism, Heritage and Culture image