

EXCELLENCE AND SUSTAINABILITY IN THE ARTS



artsnb Strategic Plan
2018-2021

The New Brunswick Arts Board strives for a New Brunswick in which excellence and sustainability in the arts is fostered, and artistic expression is valued by its citizens. This strategic plan represents the vision and goals of our stakeholders and board.

Introduction

The New Brunswick Arts Board is an independent, bilingual, arm's length organization composed of nine board members balancing gender, the five regions of the province, the various linguistic and First Nations communities, as well as the many artistic disciplines.

The New Brunswick Arts Board (artsnb) was established in 1989 as part of the New Brunswick government's fine arts policy. The *New Brunswick Arts Board Act* was assented to in November 1990 and came into force in June 1991.

This act was amended in 1999 (*An Act to Amend the New Brunswick Arts Board Act*) in order to extend the autonomy and areas of responsibilities of the New Brunswick Arts Board. The act was further amended in 2016 (*2016 Amendment to the New Brunswick Arts Board Act*).

Since the board's establishment, fundamental changes in the arts and culture sector in New Brunswick have occurred. These changes have necessitated innovative responses, the sharing of information and ideas, and a consultation process not only with board members, but with stakeholders as well.

To develop a new strategic plan and plot a reasonable course for the future, we conducted a fact-based analysis of our circumstances.

This three-year strategic plan for artsnb (2018-2021) is a product of many consultations. It represents our vision for renewal and demonstrates our adaptive capacity to take New Brunswick to the next level of development and sustainability in the arts.

This strategic plan replaces the previous one which covered the years from 2013 to 2018.

Vision

We stimulate New Brunswick's creativity and innovation in the arts by supporting professional artists, rewarding excellence, raising awareness, and embracing diversity.

Mission

As a public arts funder, artsnb supports the cultural diversity of New Brunswick by fostering excellence in the arts, facilitating the creation of the arts by professional artists, and promoting the enjoyment and understanding of the arts.

Values

artsnb is committed to the following values and principles:

Excellence

artsnb considers excellence the cornerstone of our programs and our operations. It is the key principle guiding funding decisions and our engagement with partners and stakeholders.

Creativity

artsnb acknowledges that creativity is a pillar of human enterprise and innovation. artsnb strives to support the creative endeavours of professional artists through its funding programs and activities.

Sustainability

artsnb seeks initiatives and partnerships that promote the sustainability of the organization and that of the professional artists it supports. We consider the arts as an essential component of a healthy society and our work as a significant contributor to its wellbeing.

Appreciation

artsnb has always believed that an understanding of the arts heightens people's ability to tap into their creative capacity. We will continue to foster a culture that upholds the importance of the arts, and to support those who inspire and empower others through their art.

Equity

artsnb promotes equity for emerging, immigrant or disabled artists, minority groups, etc. to allow them to build capacity through our programming. Equity does not necessarily mean treating everyone equally; it may require specific measures to level the playing field for all.

Mandate

Our mandate, as defined in the *2016 Amendment to the New Brunswick Arts Board Act*, is as follows:

The New Brunswick Arts Board has the following purposes:

- To facilitate and promote the creation and production of art.
- To facilitate and promote the enjoyment, awareness and understanding of the arts.
- To provide advice to the government, through the Minister, on policy development respecting the arts and on matters relating to the arts.
- To promote and advocate for arts excellence.
- To celebrate artistic excellence through the development and administration of awards programs to recognize high achievement in the arts.
- To develop and administer programs on behalf of the Minister to provide financial support to individuals and arts organizations for artistic creation and professional development opportunities.
- To establish and operate a system of peer assessment, a jury system or other methods of evaluation related to the artistic merits of works, projects and proposals submitted to the Board or to the Minister, and the selection of new acquisitions, including acquisitions for the New Brunswick Art Bank.
- To carry out such other activities or duties in relation to the arts as the Minister may direct or approve.

Report Card

We are pleased to report that we accomplished all of our key goals from our previous five-year plan (2013-2018). Over that period, we focused on balancing an increasing demand for funding and services against a reduction in allotted funding, and managed to accomplish the following:

1. We secured more funding for New Brunswick artists and ensured that the funds were deployed strategically and efficiently. We enabled artists to realize their potential by offering grants to increase opportunities for professional development, support exchanges, and foster vibrant art practices in the province. Here are the total amounts awarded as grants and scholarships over the past few years:
 - 2017-2018: \$890,000
 - 2016-2017: \$876,000
 - 2015-2016: \$950,000
 - 2014-2015: \$910,000

- 2013-2014: \$650,000
 - 2012-2013: \$671,000
2. We responded and adapted to the needs of artists, being conscious that our effectiveness depends on efficient and relevant programs for our artistic clientele. By keeping abreast of national and international trends, developments and challenges, we ensured that New Brunswick artists are supported at home and abroad.
 3. Through our engagement in the consultative process surrounding the Renewed Cultural Policy for New Brunswick and the Premier's Taskforce on the Status of the Artist, we contributed to raising the profile of the arts and professional artists in the province.
 4. We maintained that equity is a principle that promotes fair conditions for all persons to fully participate in society. We recognize that while all people have the right to be treated equally, not everyone experiences equal access to resources, opportunities or benefits, and so we strived to ensure equity through judicious programs and activities.
 5. We completed the Digital Transition project, which has led to the development and implementation of a fully-online, paperless system that allows artists to apply for grants, juries to assess applications, and staff to track and manage data and progress on artistic projects. This transition has greatly increased the efficiency of the whole cycle, with a dramatic reduction in time, costs and resources required to execute these processes.
 6. We fully engaged with First Nations in the province in the following ways:
 - With funding from the Joint Economic Development Initiative (JEDI), we hired two Indigenous Outreach Officers to conduct workshops in communities and help artists assemble and submit grant applications in all programs.
 - We also set aside funding and implemented a capacity-building grant program (Equinox) specifically for Indigenous artists.
 - In collaboration with our Atlantic Public Arts Funders (APAF) partners and with provincial funding, we organized and ran Petapan, the first ever Indigenous arts symposium in Atlantic Canada, in Truro in 2014, and again in Dieppe in 2016.

With a sense of accomplishment, we look forward to continuing our work in the years ahead with a renewed resolve to fulfill our mandate.

Moving Forward

New Brunswick's unique identity as a vibrant, multilingual and increasingly diverse province is in large part due to the creative output of our artists.

As it has done for nearly thirty years, artsnb will continue to fuel the creativity of our artists for a brighter collective future, to encourage them to stay in New Brunswick while improving their socio-economic status, to enhance public awareness for arts and culture, to foster and grow our creative capital, and to achieve most of these objectives through strategic partnerships. To this end, we have developed this new three-year strategic plan (2018-2021).

Throughout this process, we were conscious of the need to build upon and evolve beyond our foundational principles and to set new goals to respond to a changing reality. Consequently, we have held consultations with partners, stakeholders, board members and professional artists in order to determine how best to support the arts and culture ecosystem in New Brunswick. We have also researched best practices and emerging trends in the cultural sector.

Following are the strategic goals that we will pursue.

Goal #1

artsnb will meet the needs of professional artists and build capacity through relevant programming and adequate funding

We will work collaboratively and creatively with artists, cultural communities, and arts stakeholders throughout New Brunswick to develop new initiatives and improve existing programs to ensure that we remain relevant.

Strategy

We believe that our artists and their dedicated supporters serve as genuine agents of change and growth in the province. We also believe that this passion spreads when people become aware of the importance of the arts in their lives. We endeavour to empower and mobilize them to help us achieve our mandate.

To accomplish our goal, we will regularly consult artists regarding our current programs and their relevancy, and determine their needs now and in the foreseeable future.

We will work with our partners to educate and assist artists in gaining a deeper understanding of funding opportunities from the Canada Council for the Arts and other funders. We will also

encourage critical writing and dissemination about the arts, so that people and organizations outside the province are more aware of what artists do in New Brunswick.

Key Actions

- 1.1. Review and analyze data from the past five years to determine where the gaps are in programming; ensure that funding is allocated where most needed.
- 1.2. Reach out to diverse communities and key stakeholders to ensure that artsnb programs respond to their needs.
- 1.3. Identify and approach key influencers and decision-makers within government to grow and consolidate our programs.
- 1.4. Increase the annual funding from provincial sources to allow artsnb to distribute one and a half million dollars (\$1.5M) in grants through artsnb programs.
- 1.5. Stimulate and build capacity for critical writing and curating in New Brunswick through relevant programming.

Goal #2

artsnb will seek strategic partnerships to maximize opportunities and ensure viability

We will seek out partners for most of our initiatives because we understand that shared influence creates power, stability and progress. We are dedicated to increasing support for the arts at a time when the arts are struggling to find the resources for sustainability. To succeed, we will build relationships with those who can foster and fund our projects.

Strategy

These partnerships will help us increase the resources available to us, including greater opportunities for funding, networking and leveraging, and will ultimately drive up the number of grants that we award and initiatives that we can sustain.

To help us fulfill our mission and raise the profile of the arts in New Brunswick, we will leverage our charitable status when seeking out new partnerships and sponsorships.

Key Actions

- 2.1. Secure base funding for a continuing Indigenous Outreach position.
- 2.2. Leverage our charitable status and explore sponsorship opportunities to support specific initiatives.
- 2.3. Find partners to support the Lieutenant-Governor's Awards and a new Community Award for Outstanding Contribution to the Arts.

- 2.4. (a) Establish priorities to be undertaken in partnership with other arts organizations through a working group;
(b) Focus on professionalization and mentorship, and on increasing the number of new applicants to the Canada Council for the Arts.
- 2.5. Work with stakeholders and artists to better integrate arts and culture projects into the province's tourism strategy.

Goal #3

Through enhanced communications, artsnb will strengthen its relations with government, partners and sponsors to increase funding for the arts

As outlined in our new communication plan, strong relations with provincial government departments and elected officials are an essential component for meeting our strategic goal of increasing funding and support for the arts. Other key components are a clear understanding of our programs, activities and goals, as well as a shared awareness of artsnb's purpose and accomplishments among our stakeholders (artists and arts organizations), partners, private donors, and the public.

Strategy

To achieve these objectives, artsnb will acquire expertise and resources, increase its engagement with stakeholders and the public through various media channels, and leverage the power of technology and social media. We will also capitalize on the network of the board to reach out to our audiences, synchronize key messages with our main partners (ArtsLink and AAAPNB), acknowledge the success that artists have achieved through artsnb's programs, and seek out sponsorship opportunities to launch or enhance special initiatives for artists.

Key Actions

- 3.1. Hire an experienced Communication Officer to execute the communication plan and to deliver news and key messages frequently, widely and consistently.
- 3.2. Leverage information and communication technology, especially social media, to keep key stakeholders, including government partners, apprised of activities involving them and artsnb; acknowledge their involvement publicly.
- 3.3. Engage with media and publish stories regularly and consistently (press, website, social media, etc.); ensure that key messages are in step with our partners'.
- 3.4. Seek sponsors for targeted programs, events and initiatives, such as special awards and workshop series; ensure that their financial contributions are clearly acknowledged.
- 3.5. Attend artistic events throughout the province more regularly; enlist the help of board members to do so, especially in more remote regions; engage with politicians.

Goal #4

artsnb will continue to practice solid, careful stewardship of its resources

With limited resources for the arts, it is essential that artsnb optimizes its own. At a time when we must stretch what we have as far as it will go, we must renew our commitment to good stewardship of the resources we have and those we will secure in the future.

Strategy

Frugality blended with creativity will be our strategy as we move to make the most of current and new resources. We will approach good stewardship with an eye to ensuring that we carefully manage what we have, that we share resources with like-minded organizations to help accomplish more together, and that we put technology to its best use for us.

An essential strategy will be to avoid duplication of efforts with other arts organizations; instead, we will coordinate efforts and activities with them to maximize efficiency and support our mutual clients.

We will continue to seek out new partnerships to bolster our resources and leverage the ones at hand.

Key Actions

- 4.1. (a) Ensure that the board is well-balanced, and includes people with complementary skills and connections who are sensitive to the needs of artists;
(b) Establish committees that can effectively advance key actions.
- 4.2. Where it make sense, leverage the secondary skill sets of staff to maximize our capabilities; seek opportunities for professional development and training.
- 4.3. Leverage the efficiency of technology for tasks involving documentation, juries, grant applications, etc.
- 4.4. Secure sufficient funding to ensure that we can effectively fulfill our mandate and execute our mission.

Conclusion

artsnb believes that these strategies, incorporated, broadened and strengthened over the coming years, will result in increased visibility, conversations, development, appreciation and advocacy for New Brunswick's artists and will have a significant impact on the arts in the province.

The province's artists, communities and arts organizations continue to face critical challenges, but we are encouraged by the tremendous work that is being done on the Status of the Artist in partnership with public funders, the provincial government and advocacy groups.

In particular, our artists need to be aware of grant opportunities available inside and outside New Brunswick and to have the specialized knowledge to prepare successful proposals. Additionally, as New Brunswick's population becomes increasingly diverse, it is vital that our programs respond to new or underrepresented cultural voices and communities.

We believe that by focusing on relevant programming, engaging in fruitful partnerships, communicating effectively with government and stakeholders, leveraging the expertise of the board, exploring opportunities for private sponsorships, and practicing careful stewardship of our resources, we can meet the challenges facing us.

Last updated in April 2019

artsnb Strategic Plan 2018-2021

GOALS & ACTIONS

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| <ol style="list-style-type: none"> 1. Review 5-yr trends to find gaps & how funds could be best spent 2. Reach out to diverse stakeholders to ensure programs meet needs 3. Approach influencers & decision-makers to consolidate programs 4. Reach \$1.5M in provincial funding for grants & scholarships 5. Stimulate critical writing in NB | <ol style="list-style-type: none"> 1. Secure base funding for continuing Indigenous Outreach position 2. Leverage charitable status for sponsorship opportunities 3. Find partners for LG Awards and new Community Award 4. Establish working group with arts orgs; mentor artists to increase # of new applicants to Canada Council 5. Work to better integrate arts & culture in PNB's tourism strategy |
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GENERAL PRINCIPLES
partnership
coordination
cooperation
consultation
outreach
growth
sustainability
capacity building
clear documentation
communications
digital technology
adequate funding
efficiency



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| <ol style="list-style-type: none"> 1. Hire a Communications Officer to enhance artsnb's brand & presence 2. Leverage technology & social media to broadcast artsnb's activities 3. Engage with media to publish stories; ensure msgs are in step with partners 4. Seek sponsors & donors to fund targeted programs, events & awards 5. Attend arts & culture events across NB; enlist help of Board to do so | <ol style="list-style-type: none"> 1. Ensure Board composition is balanced, includes complementary skills, & helps advance key objectives 2. Leverage secondary skills of staff & train to maximize capabilities 3. Use technology to maximize efficiency for all administrative tasks 4. Secure sufficient funding for effective execution of mandate and mission |
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