



NEW BRUNSWICK ARTS BOARD  
STRATEGIC PLAN 2022-2027

# SETTING A NEW COURSE

# LAND ACKNOWLEDGEMENT

As a provincial entity, the New Brunswick Arts Board acknowledges that it carries out its work on the traditional unceded territory of the Wolastoqiyik, Mi'kmaq and Peskotomuhkati peoples. This territory is covered by the "Treaties of Peace and Friendship" which these nations first signed with the British Crown in 1726. The treaties did not deal with the surrender of lands and resources, but in fact recognized Mi'kmaq and Wolastoqiyik title and established the rules for what was to be an ongoing relationship between nations.

We, the staff and members of the board, pay respect to the elders, past and present, and descendants of this land. We honour the knowledge keepers and seek their guidance as we strive to develop closer relationships with the Indigenous people across New Brunswick.

# EQUITY STATEMENT

The New Brunswick Arts Board strives to co-create an equitable, diverse, and inclusive world in which all people have fair access to the tools and resources they need to bring to light their creative vision. We are committed to working with equity-seeking communities to remove systemic barriers based on race, gender, sexuality, disability, belief, age, geography, and language. artsnb acknowledges that this is a living statement, and we expect it to evolve as the world changes and our consciousness matures.

# LEGISLATED MANDATE

artsnb's mandate as defined in the *New Brunswick Arts Board Act* is:

- 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 of Tourism, Heritage and Culture, 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 relating to:
  - a) the artistic merit of works, projects and proposals submitted to the Board or to the Minister, and; b) 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.

*The New Brunswick Arts Board, also known as artsnb, is a provincial arts funding agency at arm's length from government, established in 1990 with a legislated mandate to facilitate and promote the creation of art, and to administer funding programs for professional artists in New Brunswick.*

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This strategic plan charts the course that the New Brunswick Arts Board (artsnb) intends to take over the next five years (2022-2027). Whereas the previous plan (2018-2021) was very much focused on rebuilding our organization in response to budgetary contractions, this new plan takes on a more outward-focused and far-reaching view, resting squarely on principles of inclusivity, diversity, equity, and accessibility.

In a nutshell, our main objectives for the next five years are to increase engagement and outreach, improve everyone's understanding of the arts ecosystem based on data and reporting, and secure access to adequate funding and resources for a growing number of professional artists in New Brunswick.

However, before getting into the details of this new plan, let us first set the stage and tell you where we started, who we talked to, and what we've heard. We'll then present to you an overview of the current context in which we operate—both internally and externally. And finally, we'll give you our assessment of our performance with respect to the previous plan.

## WHO IS THIS PLAN FOR?

We see artsnb as a partner, a supporter and a leader among many within a diverse, complex and rich arts ecosystem. This plan sets out our aspirations and commitments for the future of the extraordinary community we are so proud to be a part of.

We strive for our work to be meaningful to, and supportive of, professional<sup>1</sup> artists in all regions of the province, of all ages, cultural backgrounds, or sexual orientation, working in various languages and in all disciplines and art forms.

Whether you are an individual art maker, part of a group, collective, or organization, this plan is for you. If you have toiled in the margins, have faced systemic barriers on account of race, gender, age, language, health, or ability, we stand alongside you and hope this plan can contribute to a fairer, more equitable, inclusive, and brighter tomorrow. For those striving to preserve and pass on tradition, or striking in new directions and push the boundaries of arts practice, we want you to continue and are committed to helping you. If you care about the arts in New Brunswick, we hope this plan speaks to you.

<sup>1</sup> In the context of this strategic plan, we use the following definition of 'professional artist', which is recognized and used by UNESCO, artsnb, AAAPNB, ArtsLink NB, and the Canada Council for the Arts, and enshrined as a recommendation in the *Report of the Premier's Task Force on the Status of the Artist*:

- An individual who practices an art and aspires to earn a living thereby, who offers their services as a creator or performer in one or more arts disciplines in return for compensation, and who is recognized by their peers;
- Has specialized training in the arts, actively practices an art and offers services in exchange for compensation in one or more of the disciplines recognized by the Canada Council for the Arts;
- Has presented their work in a professional context.



## HOW DID WE GET HERE? WHAT HAVE WE HEARD?

### *Stakeholder Engagement*

Many artists, arts administrators and community leaders have provided input and insight to ensure that this plan addresses the pressing issues facing the arts and culture sector. This was done in French and English through a series of focus groups with a wide range of stakeholders, including:

- Professional artists and arts administrators
- Strategic partner organizations:
  - Association acadienne des artistes professionnel.le.s du Nouveau-Brunswick
  - ArtsLink NB
  - Mawi'Art: Wabanaki Artist Collective
- Arts organizations and post-secondary institutions
- Black and People of Color (BPOC) communities and multicultural organizations
- 2SLGBTQIA+ groups
- Disabled artists
- artsnb Circle of Elders and Indigenous stakeholders
- Board and staff of artsnb

These consultations were complemented by an 8-question survey open to a broader audience and the public. In total, over 120 people participated in the consultation process.

### *Highlights of Consultations*

Even though we consulted with a wide and diverse range of people and organizations, many of the same themes recurred, which point us in a clear and straightforward direction. Here are the highlights that emerged from the consultations:

- artsnb must build **diversity** in all aspects of the organization.
- **Equity** is key: there must be a focus on historically under-represented or marginalized groups of applicants; the development of enhanced programs and accommodations for these groups must be considered.
- Stimulate the **growth** of emerging artists and newcomers—without neglecting more established artists.
- Review **accessibility** criteria and lower barriers to access for under-represented and marginalized groups.
- **Partner** with groups and organizations that support and advocate on behalf of marginalized communities.
- **Communications** must be two-way: spread awareness of artsnb in the arts community, among the public and government, and clarify what artsnb does and offers; but also, interact with the community and find out from them what they need.
- See and be seen: increase in-person **outreach** in regions through on-site visits, presentations, and workshops, while keeping in mind under-represented groups and marginalized people.
- Leverage **technology** and social media for promotion, information, and outreach purposes, but don't neglect more traditional media; be mindful of accessibility issues while doing so.
- **Status of the Artist**: demonstrate the value of arts and artists to the economy, well-being, and cohesion of New Brunswick society; collaborate with stakeholders to improve the socio-economic status of artists.
- Seek to increase **funding** to better support artists; funding for grants, but also for adequate internal resources to achieve strategic objectives and continue to provide stellar customer service.
- Conduct **research**, analyze data, prepare, and publish reports on various parameters highlighting the difference along regional, linguistic, identity, and other vectors in order to inform broadly and guide decision-making.



- Work with partners, including government, to close **gaps** in funding for some sectors and activities, especially groups, collectives and organizations involved in production projects that require collaboration among many people.

## OVERVIEW OF OUR ENVIRONMENT

The world we live and work in, including our own province, has changed dramatically since we published our previous strategic plan (2018-2021). In order to develop a meaningful new plan, we need to understand and take into account the current context and anticipate its trajectory over the next few years. This, of course, is an exercise fraught with uncertainty, but thankfully there are a few key markers that can help us chart a clearer path in the near term.

### *Impact of COVID*

Following consultations with artists and arts organizations in 2020, the Association acadienne des artistes professionnels du Nouveau-Brunswick (AAAPNB) published in February 2021 a report entitled “*MAINTENANT AGISSONS pour la survie du milieu des arts et de la culture*”—later translated by ArtsLink NB under the title “*ACT NOW! For the Survival of the Arts and Culture Sector*”—which states that,

*“...the arts and culture sector continues to be hardest hit by the COVID-19 crisis. While some sectors have resumed operation...the arts and cultural sector has been slow to pick up. Statistics Canada has shed light on the details of this economic slump by providing the dismal data that confirms our sector is one of the hardest hit in Canada.” (p. 6)*

This will come as no surprise to many readers, and in particular, to artists and arts administrators who know all too well the challenges facing the arts community at the best of times, and even more so during the global crisis that hit the world in early 2020.

We are stating this here, at the beginning of this strategic document, because the COVID crisis has had a very damaging impact on the arts and culture sector, continues to do so, and will most likely have lingering effects on this sector for years to come. It must therefore be taken into account in any plan aimed at addressing the needs and challenges of artists and arts organizations.

### *It's not all bad news*

The pandemic, which forced a huge portion of the world population to stay, and often work from, home for well over two years, has forced us to adopt or develop new, and sometimes better, more efficient, ways to work, engage, and deliver support. We anticipate that many of these adaptations are here to stay.

Indeed, thanks to technology, the ingenuity and adaptability of our staff, and fortuitously good timing in implementing a fully online grant application system, we were able to move our operations out of an office setting and to the home front, and continue to operate and serve our clients without missing a beat. In many instances—for example, when organizing and running board and jury meetings—we found the process simpler, faster, and more efficient. Of course, we missed seeing each other, our partners, and art makers in person, but savings in terms of time and money were also realized and redistributed for the benefit of artists.



## Provincial Government Priorities

As an agency at arm's length from, but mandated by, the provincial government to distribute public funds and services to the artists of New Brunswick, artsnb must consider the current government's priorities in its plan. At the time this document was written, the priorities were as follows:

- Affordable, responsive, and high-performing government
- Dependable public health care
- World-class education
- Energized private sector
- Vibrant and sustainable communities
- Environment

## Status of the Artist

Along with various provincial government departments, NB artists, and other arts organizations (notably ArtsLink NB and AAAPNB), artsnb sat on the Premier's Task Force on the Status of the Artist. This task force was established following a recommendation issued from the Forum on the Professional Status of Artists which took place in mid-2013, organized by ArtsLink NB, AAAPNB, and the Assembly of First Nations Chiefs of New Brunswick.

The mandate of the Task Force was to "make recommendations on measures or legislation that will improve the socio-economic status of professional artists and thereby enable them to enjoy a better quality of life in New Brunswick."

Following seven years of collaborative work, the Task Force presented its *Report of the Premier's Task Force on the Status of the Artist* to the Premier in June 2021. Through extensive research, the Task Force examined models of taxation, remuneration, labour relations and legislation and how new strategies and best-practices can mitigate the barriers to arts professionals. Out of this work came the 24 recommendations listed in the report, some of which fall under federal jurisdiction.

Along with the same partners, artsnb now sits on the Transition Committee, which reports to the Premier and is responsible for assisting the provincial government in acting on these recommendations.

## Increased Focus on IDEA

The past few years have strengthened the New Brunswick Arts Board's commitment to the principles we refer to as IDEA (Inclusivity, Diversity, Equity, and Accessibility). As our community and the broader world struggle with ongoing injustices, the teachings of movements such as Black Lives Matter, Indigenous rights and Land Back efforts, Trans and gender activism, and Disability Justice have demonstrated that IDEA principles must be active and guided by the knowledge of people from equity-seeking groups themselves.

artsnb is committed to learning how best to implement anti-oppressive practices into our programming. For example, the implementation of our new Access Support and Application Assistance programs was in response to a need for accessibility-related funding for Disabled and Indigenous artist communities. The increasing demand for these funds has already demonstrated a need to expand and develop such programs as well as our understanding of best practices for accessibility in the arts.

## Indigenous Engagement and the TRC

Thanks to the vision of past leaders and the support of Indigenous staff at artsnb, we continue to enjoy great relations

with Indigenous artists and stakeholders. Together, we have managed to increase Indigenous participation in all our grant programs, including Equinox, a program developed in consultation with the Circle of Elders.

The Circle of Elders comprises members of all ages representing the three First Nations in New Brunswick: the Wolastoqiyik, the Mi'kmaq and the Passamaquoddy. The board and staff of artsnb — and increasingly, our partners — rely on the Elders for guidance and teachings on a host of issues concerning Indigenous artists, involving protocol, or touching on relations between Indigenous and non-Indigenous people and communities.

Mindful of the recommendations of the Truth and Reconciliation Commission (TRC), artsnb is committed to the following as it lays out its plans for the next five years:

- We commit to examine and reimagine our programming, policies, and processes in consultation with Indigenous people and communities with a view to foster self-determination and decolonization, so that art can serve as a tool in the revival and resurgence of Indigenous traditions and knowledge.
- We commit to maintain a position for an Indigenous person on staff to serve as liaison and ensure that Indigenous protocols are being respected, and to act as a bridge between our organization and the Indigenous people and communities so that they and their arts thrive.
- We commit to continue to strengthen relations between Indigenous and non-Indigenous stakeholders to ensure that everyone is working towards truth and reconciliation together, respecting the Peace and Friendship Treaties signed with the Crown from 1725 on.

## SWOT

As one of the first step in the planning process, which started in early 2021, we conducted an internal SWOT (Strengths-Weaknesses-Opportunities-Threats) with members of the staff and board. This exercise yielded the following snapshot of artsnb at that time.

### *Strengths*

- The staff is dedicated and very competent
- The board is engaged and knowledgeable
- A cooperative atmosphere reigns throughout the organization
- artsnb enjoys strong relations with its strategic partners
- Our internal processes and systems are effective and efficient
- Our technological infrastructure is solid and reliable
- Through the implementation of a wider range of digital channels, our capacity to communicate effectively has greatly increased
- We operate with transparency and accountability

### *Weaknesses*

- We need more diversity on staff and on the board, especially in terms of cultural representation.
- The current — and growing — workload exceeds our capacity, which means that staff is overworked and has no time to spend on some crucial activities, such as outreach.
- Our online application system, though efficient, is custom-built and dependent on a single service provider.





- We do not do enough outreach nor travel enough; our contacts with key stakeholders, including equity-seeking groups and regional communities, is limited.
- There is confusion in the arts ecosystem as to who funds what in the province.
- There are major gaps in the funding ecosystem in New Brunswick; many groups and collectives are not properly supported, and production projects often cannot be funded.

### Opportunities

- We could use what we have learned from COVID to shake things up in new and creative ways.
- We could work with partner organizations to address equity and racial justice issues.
- We could capitalize more on the rich experience and broad reach of the board.
- We could explore sponsorship opportunities to support new awards and programs.
- We should do more outreach in regions, among diverse groups and communities.
- We should interact more with elected officials, keep them better apprised of our programs and activities.

### Threats

- COVID has exposed fault lines and the fragility of the arts ecosystem.
- artsnb remains at the mercy of the vagaries of provincial funding.
- There is a lack of awareness of the importance of arts and culture in New Brunswick society.

## SCOREBOARD 2018-2021

The 2018-2021 strategic plan was elaborated during turbulent times at artsnb. The organization needed to adapt to a situation where operational funding had been radically reduced. We needed to find ways to continue to remain relevant, and to operate and support artists with fewer resources (financial, human, physical infrastructure). artsnb needed to do more with less.

To shore up the organization, we set out four strategic goals for the 2018-2021 period. Following are highlights of our performance with respect to each of these goals.

### Goal 1: Meet the needs of professional artists and build capacity through relevant programming and adequate funding

#### Successes

Our original goal was to double the funding amount for grants allocated through the Arts Development Trust Fund (provincial lottery), i.e. from 700 thousand dollars to 1.5 million dollars. We didn't quite hit this target, but managed nonetheless to secure a legislated increase to 1.2 million dollars, which represents an increase of more than 70% over the original amount.

#### Progress made

We made progress in terms of reaching out to stakeholders to gain a better understanding of the needs and challenges facing artists and arts organizations, with a view to ensure that programs are better aligned with these needs.

### *Postponed or cancelled*

We had also set a goal to stimulate critical writing in New Brunswick and to review our Documentation program, which aims to stimulate such writing. Given the timeline and competing priorities, this review was sidelined, but could be revisited over the next few years.

## **GOAL 2: Seek strategic partnerships to maximize opportunities and ensure viability**

### *Successes*

Through a partnership with the Canada Council for the Arts and the NB Department of Tourism, Heritage & Culture (THC), we secured funding for a multiyear project to hire an Indigenous staff member and to reach out to Indigenous artists and communities across the province. Unfortunately, COVID restrictions greatly hampered the staff's ability to take part in training at the Canada Council in Ottawa and to travel in regions throughout the province. The Indigenous Outreach Officer was, however, able to help many Indigenous artists secure grants from artsnb and grow their professional practice. Savings resulting from restricted travel allowed artsnb to extend the officer's tenure at artsnb. At the time of writing, we were actively seeking to increase the operational budget that we get from THC to convert this position to a permanent one.

artsnb also built very strong links with the three major arts organizations advocating for artists in New Brunswick: the Association acadienne des artistes professionnel.le.s du N.-B. (AAAPNB), ArtsLink NB, and Mawi'Art: Wabanaki Artist Collective (artsnb signed a Memorandum of Understanding with the latter in August 2021). With support from these strategic partners, artsnb worked with the New Brunswick government to secure an increase in grant funding to artists through the Arts Development Trust Fund.

We also sat with these partners on the Premier's Task Force on the Status of the Artist, aiming to assist in the development of legislation to improve the socio-economic status of professional artists. As mentioned above, the Task Force presented its final report to the Premier in June 2021, following seven years of meticulous work. (We now sit with the same partners on the Transition Committee to assist the provincial government in acting on these recommendations.)

### *Progress made*

We created a new Partnerships Committee at the board level, tasked with seeking private and corporate donors to support our long-standing awards program, as well as new initiatives and special events, such as workshops and forums to help artists grow their professional practices.

We are also working with the strategic partners mentioned above to inform, mentor, and encourage more New Brunswick artists to apply for funding from the Canada Council for the Arts. The success rate of artists who already apply for such funding is around 50%, which is quite good; however, too few artists do so. This is an important consideration; even though artsnb has limited funds for grants, it can still help artists access available funding from other sources and levels of government.

Back in 2018, we set a goal to better integrate arts and culture in the provincial government's tourism strategy. This was not one of our top priorities initially; however, we did collaborate with the Department of Tourism, Heritage and Culture to create and manage Fresh AIR, a special project to allow artists to participate in in-province art residencies in parks while travel restrictions brought on by COVID were in effect.



### GOAL 3: Through enhanced communications, strengthen our relations with government, partners, and sponsors to increase funding for the arts

#### *Successes*

To enhance artsnb's brand and presence, to highlight the achievements of New Brunswick artists, and to ensure that our messages are in step with our partners, we hired a Communications Officer, which has also helped us leverage online technology and social media more fully. This enabled us to promote the large increase in funding for grants from the Trust Fund, and in turn, has led to a concomitant increase in the number of applications submitted to, and grants awarded by, artsnb.

#### *Progress made*

Having hired a Communications Officer, we have been quite active, engaging with artists, community leaders, and the media to bring into the spotlight the realizations of a wide range of performers and creators, and to share and celebrate their stories and successes—many of which have been published on the artsnb website as part of monthly blog series.

We have also extended our reach, publishing a monthly newsletter highlighting the opportunities open to artists in terms of training, support, and funding—from artsnb and from other organizations—as well as the work we do in collaboration with our partners.

### GOAL 4: Continue to practice solid, careful stewardship of our resources

#### *Successes*

Following a thorough review of our processes and systems, and with the help of digital technology, we managed over the past few years to become a highly efficient organization. One of our greatest achievements in this regard has been the development and implementation of an online grant application system, which has allowed us to evolve from a cumbersome, time-consuming paper-based process to one that is seamless, fully online, 'green' and requires virtually no handling and shipping of paper, thus leading to tremendous savings in terms of time and money.

We also rely on digital technology to run juries, pull reports, process payments, track and report on performance pertaining to grant programs. Furthermore, technology has allowed the staff to carry on with programs and operations without missing a beat despite COVID restrictions.

#### *Progress made*

One of our main objectives pertaining to this strategic goal was to secure sufficient funding to effectively execute our mandate. We have made some progress, especially with regards to grant programs, but we certainly have increasing challenges in terms of our internal capacity to meet the rapidly growing demand for funding and outreach.

It is also worth mentioning that we have paid increasing attention to the need to increase diversity and accessibility in all aspects of our organization and affairs, be it board composition, staff, juries, activities or programs.

We recognize that much more needs to be done, and we have set this as a top priority in our new strategic plan.

## COMMITMENTS FOR 2022-2027

The stakeholder engagement sessions (focus groups) pointed out several avenues to explore; some were already familiar to us, others were new. Our new Strategic Framework, as seen on page 12, should give you a clearer sense of our overall intentions and objectives for the next five years; but up front, let us say that we are committed to the following:

- Increase and sustain outreach and relationship-building activities with partners and stakeholders.
- Raise the profile of the arts in New Brunswick, and advocate for the full recognition of the importance of artists' work.
- Constantly improve programs, processes, and access.
- Increase diversity across artsnb (board, staff, juries).
- Collaborate with our partners to help the sector emerge and “build back better” following COVID.
- Enhance our role in research, document the sector, share stories, in an effort to elevate awareness and understanding of arts and culture, artistic practices, etc. among public, government, media, communities.
- Build artsnb's capacity (increased and stable funding, sufficient and effective staffing, permanent Indigenous Outreach Officer) in order to better support the arts community.

## SETTING A NEW COURSE

The following diagram summarizes the new 2022-2027 strategic plan.

More details, including key actions, are provided in the pages that follow.



# ARTSNB STRATEGIC FRAMEWORK 2022-2027

## VISION BY 2027:

- artsnb equips the arts ecosystem to create great work, share a diversity of stories in many languages, and contribute to the vibrancy of communities throughout the province;
- We nurture lasting relationships with artists and partners, provide appropriate resources to the New Brunswick arts community, and we are a driving force at the heart of an arts network throughout the province;
- More funding is accessible to a growing number and a broader, more diverse range of artists living and working in communities across New Brunswick;
- The arts community is recognized as a significant contributor to the economy, to quality of life, to linguistic and cultural vitality, and to the social fabric of New Brunswick;
- Artistic expression is widely appreciated and celebrated in all its forms;
- The work of New Brunswick artists is recognized locally, nationally, and internationally.

## GOAL 1

### KEYSTONE PRINCIPLES: IDEA

We subscribe to the principles of Inclusivity, Diversity, Equity, and Accessibility (IDEA) in everything we do. They are the foundation of all our other strategic goals.

#### OUTCOMES

1. Inclusivity, diversity, equity, and accessibility permeate our structures, operations, programs, decisions, and interactions, resulting in better service to the broader arts community.
2. Collaborate with equity-sector partners to learn about and engage with marginalized and under-represented communities.

## GOAL 2

### ENGAGEMENT, OUTREACH, AND PARTNERSHIPS

artsnb will reach out and engage with its wide and diverse range of partners and stakeholders, so that they are more aware of what funding and resources we offer; in turn, we will have a better understanding of the needs of the community.

#### OUTCOMES

1. Increase our presence and engagement in communities across NB so we know each other better; pay particular attention to Indigenous communities and marginalized groups.
2. Reach out to artists by all means available and provide them with the information they need to thrive and succeed in the long run.
3. Celebrate and showcase the work of New Brunswick artists.

## MISSION

artsnb manages public funds and engages with a network of partners in support of a diverse, thriving, and sustainable arts ecosystem across New Brunswick. We encourage and celebrate the work of New Brunswick artists working in a broad range of disciplines, and empower them to share their work throughout the province and beyond.

## VALUES

- At artsnb, we cherish and promote empathy, openness, and harmony;
- We continuously evolve, adapt, and respond to change in order to better serve and support creative and cultural expression;
- We strive for efficiency, transparency, and accountability in all our endeavours;
- We use our ears to listen and to learn, and our voice to speak, educate and celebrate.

## GOAL 3

### DATA, RESEARCH, AND REPORTING

artsnb will rely on research and data to guide its decisions in order to better serve its wide range of clients and stakeholders, and will publish its findings regularly to keep them better informed and better equipped.

#### OUTCOMES

1. Refine our understanding of the activities and practices supported by artsnb through research and analysis.
2. Share insights to improve the public and government's understanding of the New Brunswick arts community.

## GOAL 4

### FUNDING, RESOURCES, AND ACCESS

artsnb will continue to work with its partners and government to ensure that it has the financial, technological, and human resources to support the broad arts ecosystem of New Brunswick so that it can thrive.

#### OUTCOMES

1. Constantly improve our programs and streamline our processes to improve access to funding and resources to a more diverse range of applicants.
2. Increase funding and support to a more diverse base for creation, production, and presentation.
3. Boost artsnb's capacity, training, and resources to better serve the arts community, aiming to optimize staff workload and leverage board contribution.



## MISSION

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## VISION

### *By 2027:*

- artsnb equips the arts ecosystem to create great work, share a diversity of stories in many languages, and contribute to the vibrancy of communities throughout the province;
- We nurture lasting relationships with artists and partners, provide appropriate resources to the New Brunswick arts community, and we are a driving force at the heart of an arts network throughout the province;
- More funding is accessible to a growing number and a broader, more diverse range of artists living and working in communities across New Brunswick;
- The arts community is recognized as a significant contributor to the economy, to quality of life, to linguistic and cultural vitality, and to the social fabric of New Brunswick;
- Artistic expression is widely appreciated and celebrated in all its forms;
- The work of New Brunswick artists is recognized locally, nationally, and internationally.

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- We use our ears to listen and to learn, and our voice to speak, educate and celebrate.

## STRATEGIC GOALS & OUTCOMES

### GOAL 1: Keystone Principles: Inclusivity, Diversity, Equity, and Accessibility (IDEA)

We subscribe to the principles of **Inclusivity, Diversity, Equity, and Accessibility (IDEA)** in everything we do. They are the foundation of all our other strategic goals.

#### *Outcomes*

- 1.1 Inclusivity, diversity, equity, and accessibility permeate our structures, operations, programs, decisions, and interactions, resulting in better service to the broader arts community.
- 1.2 Collaborate with equity-sector partners to learn about and engage with marginalized and under-represented communities.

### *Key Actions*

- Increase diversity on staff, board, and juries so that our structures better reflect the diversity of the New Brunswick arts community.
- Increase the proportion of grants awarded to applicants from marginalized and racialized communities, including Indigenous, BPOC, 2SLGBTQIA+ communities, Deaf and disabled artists, and newcomers to New Brunswick.

## **GOAL 2: Engagement, Outreach, and Partnerships**

artsnb will reach out and engage with its wide and diverse range of partners and stakeholders, so that they are more aware of what funding and resources we offer; in turn, we will have a better understanding of the needs of the community.

### *Outcomes*

- 2.1 Increase our presence and engagement in communities across New Brunswick so we know each other better; pay particular attention to Indigenous communities and marginalized groups.
- 2.2 Reach out to artists by all means available and provide them with the information they need to thrive and succeed in the long run.
- 2.3 Celebrate and showcase the work of New Brunswick artists.

### *Key Actions*

- Be physically present throughout the territory, engaging with clients and stakeholders; offer workshops and participate in forums to raise awareness of our programs and resources; and learn more about what goes on artistically in the communities.
- Implement an awareness campaign to clarify the role of artsnb among all stakeholders, so they better understand how artsnb fits within the arts ecosystem of New Brunswick.
- Seek learning opportunities to increase our understanding regarding the needs and challenges facing equity stakeholders, and develop ways to adapt and meet these.
- Work with equity-seeking partners that can advise us, help us connect with marginalized groups, and adapt our processes and programs to better support them.
- Continue to play a leading role in the implementation of the recommendations in the Status of the Artist report, and in the recovery efforts following the COVID pandemic.

## **GOAL 3: Data, Research, and Reporting**

artsnb will rely on research and data to guide its decisions in order to better serve its wide range of clients and stakeholders, and will publish its findings regularly to keep them better informed and better equipped.

### *Outcomes*

- 3.1 Refine our understanding of the activities and practices supported by artsnb through research and analysis.
- 3.2 Share insights to improve the public and government's understanding of the New Brunswick arts community.

### *Key Actions*

- Deploy the voluntary self-identification application (VSID) tool, which will help us collect demographic information, better understand how artsnb funding is allocated, and allow us to better inform our stakeholders.

- Develop and implement a multi-year research plan; share insights and report back on efforts to close gaps in funding and resource allocation.

## GOAL 4: Funding, Resources, and Access

artsnb will continue to work with its partners and government to ensure that it has the financial, technological, and human resources to support the broad arts ecosystem of New Brunswick so that it can thrive.

### *Outcomes*

- 4.1 Constantly improve our programs and streamline our processes to improve access to funding and resources to a more diverse range of applicants.
- 4.2 Increase funding and support to a more diverse base for the creation, production, and presentation of art.
- 4.3 Boost artsnb's capacity, training, and resources in order to better serve the arts community, aiming to optimize staff workload and leverage board contribution.

### *Key Actions*

- Convert the position of Indigenous Outreach Officer to a permanent one; create an additional Lieutenant Governor Award for Indigenous Arts.
- Streamline the application process across programs and upgrade our website, in order to increase accessibility to equity-seeking groups.
- Consult with government funders and coordinate efforts to harmonize arts funding, so that there are fewer gaps and funds awarded have the greatest impact on the sector.
- Employ a consultant to review governance policies and provide regular training to board members to help them better understand and fulfill their role.