

2020 VISION

ArtsLink NB Strategic Plan 2015-2020



INTRODUCTION

At its six-year mark, and in the wake of steady development and growth, the time was right for **ArtsLink** to embark upon an invigorating and clarifying strategic engagement process to clearly articulate its vision and priorities, and align stakeholders around this collective plan.

After extensive consultation with members, directors, partners and sector colleagues, we are excited to have created a road map for organizational excellence that reflects **ArtsLink**'s ambitions and capitalizes on its unique place in New Brunswick's arts and culture sector, while remaining realistic about its resources and capacity. This plan will inform the organization's activities over the next five years, laying a solid foundation for rigorous and purposeful operations.

Cover image: *Down to the Pond (detail)*, Craig Dow Smith

MESSAGE FROM THE ED & PRESIDENT

Strategic planning is often approached with little enthusiasm as a necessary corporate task, but **ArtsLink NB**'s most recent experience with the process has been anything but a chore, proving enlightening, enlivening, and inspiring.

Many thanks are due to our consultants, Kathleen Howard and Patrick Flanagan, who approached the project with great energy, creativity and insight, infusing every step of the process with the same. Thanks also to all who contributed your observations and ideas, from the membership, whose stake in this organization is crucial to its success, to our partners in the arts and culture sector in government and the non-profit and private sectors.

We were particularly struck by excitement that was generated by the very process of seeking input, especially face-to-face. This affirmed to us **ArtsLink NB** central role, of linking and unifying the arts community, and renewed our sense of the importance of convening members and stakeholders.

From your input, via surveys, interviews, and facilitated group conversations, a vivid sense of key priority areas began to emerge that will guide the organization's operations – in particular **ArtsLink NB**'s programs and services – over the next five years. We have dubbed the plan 2020 Vision, a reflection of both its timeline, as well as its aspirations, and we welcome you to join us in this next phase of **ArtsLink NB**'s evolution.

THE CONSULTANTS

Kathleen Howard has returned to her Organization Development Consulting and Coaching practice as President and CEO of Kathleen Howard and Associates Inc. (KHA). Most recently, Kathleen was Senior Manager on the People and Organizational Change Team, Advisory Services, at Ernst & Young LLP. Formerly Vice President of Organizational Performance with Ambir, following 20 years as President of KHA, Kathleen has years of experience custom-designing solutions for organizations worldwide. Kathleen brings her Organization Development background and systems thinking to all engagements, marrying people, process and technology to client needs and dreams.

Patrick Flanagan by training is a social anthropologist. Patrick is a writer, researcher and program evaluator. He brings years of experience in the non-profit sector and has been a leader on many volunteer boards.

THE PROCESS

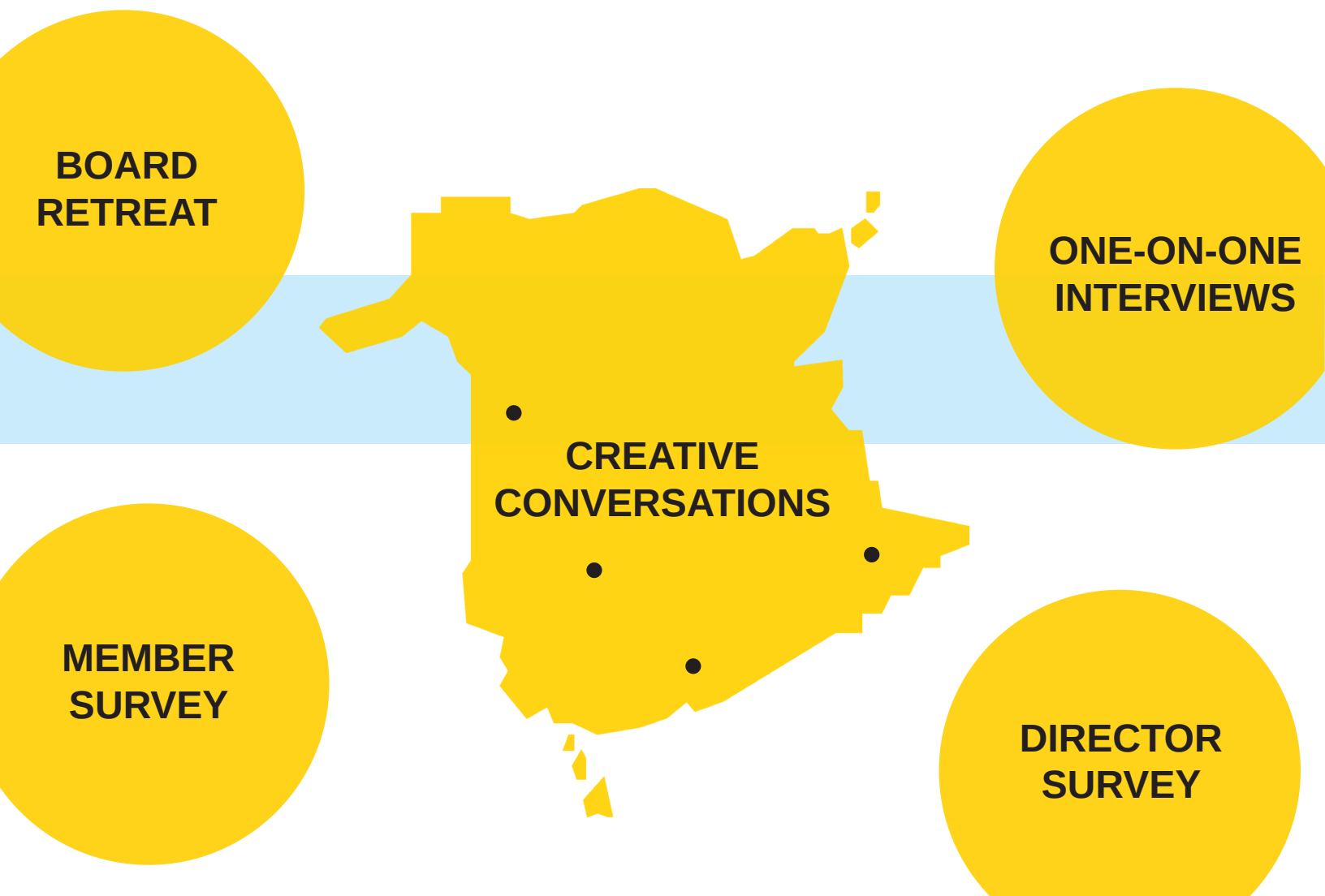
ArtsLink NB took a diverse approach, gathering information from a variety of sources in a range of ways to ensure the process was engaging and the feedback was rich and deep.

Surveys: We invited all members to share feedback and suggestions.

Creative Conversations: We hosted four small group discussions with key stakeholders to deepen and widen our perspectives about the role and expectations of **ArtsLink**.

Interviews: We conducted a series of one-on-one interviews with six diverse stakeholders in the arts and culture sector.

Board Retreat: Our directors reviewed the information collected and discussed their own visions and goals for the organization.



MISSION

***ARTSLINK NB UNIFIES NEW BRUNSWICK'S
ARTS AND CULTURE SECTOR AND FOSTERS
THE SECTOR'S CONTRIBUTIONS TO A
DYNAMIC AND PROSPEROUS PROVINCE.***

VISION

***THE ARTS ARE VITAL TO ALL NEW
BRUNSWICKERS.***

VALUES

- **PROGRESSIVE:** We welcome new ideas and embrace change.
- **COLLABORATIVE:** We embrace opportunities to work with a diverse range of partners.
- **CREATIVE:** We bring inventiveness and imagination to our work.
- **PASSIONATE:** We believe deeply in the power and value of the arts.
- **ENTREPRENEURIAL:** We create value through our ideas and innovations.
- **INCLUSIVE:** We are made stronger by plurality, and welcome many voices.
- **AMBITIOUS:** We respect our constraints, while seeking to transcend them.

GOALS AND STRATEGIES

STRATEGIC KEY RESULT AREAS:

- Membership Development
- Advocacy
- Governance and Operations

FIVE-YEAR GOALS AND STRATEGIES

The proposed goals reflect what **ArtsLink NB** hopes to achieve in the next five-year period.

The proposed strategies are based on perceived opportunities, demands drawn from the data collected and considered by the board, and on the anticipated human and financial resources of **ArtsLink NB**.





GOAL 1

DEVELOP ARTSLINK NB MEMBERSHIP AND MEMBER SERVICES

Members feel positively about **ArtsLink NB** and want the organization to expand its role. Artists expressed appreciation for **ArtsLink NB's** connecting and informing artists about opportunities for professional development, as well as for its marketing, for collaboration with other artists, for identifying funding sources, and for informing the broader public about arts and culture events, artists and organizations. Areas for growth identified were: arts organization memberships and services; services to potential members beyond the three major urban areas; and services to self-represented artists. The value proposition for members needs to be enhanced and promoted, particularly if arts organizations are to be encouraged to join.

STRATEGIES

- Communicate and share opportunities and events.
- Identify and nurture networking opportunities.
- Ensure relevant, timely, accessible professional development opportunities.
- Design and undertake a membership drive.





GOAL 2

INCREASE ADVOCACY.

The board sees **ArtsLink NB** evolving into the go-to organization for information and analysis of the arts and culture sector in New Brunswick. This implies raising the profile of arts and culture in the province, and of **ArtsLink NB** itself. A host of related opportunities were identified through the broader strategic planning process, including:

- Build on the positive relationship with the AAAPNB for collaborative initiatives and common voice;
- Research, data compilation, and key message development on the economic impact of the arts in NB, then using **ArtsLink NB** membership as an “army of volunteers” to spread the message;
- Build partnerships outside the arts communities, bringing the creative element into other sectors and workplaces, as well as to the arts community;
- Work with elected members of federal, provincial and municipal governments, with policy makers—not only in the culture sector but also across sectors—and with the Anglophone school system.

STRATEGIES

- Be a catalyst for relevant research and knowledge transfer.
- Increase **ArtsLink NB** interactions with government and the private sector.
- Increase the presence of arts and culture in the public school system.
- Empower **ArtsLink NB** members as advocates.

GOAL 3

STRENGTHEN ARTSLINK NB'S GOVERNANCE AND OPERATIONS.

The board survey clearly indicated that the board feels it can do more to increase its own effectiveness, to bring greater stability and sustainability to **ArtsLink NB** operations through impacting: organizational financial stability; organizational focus; board effectiveness and board member role clarification; board and staff succession planning.



STRATEGIES

- Enhance board effectiveness.

- Align **ArtsLink NB** annual operations plan with staff and resources plan.

- Develop a funding/financial sustainability plan for **ArtsLink NB**.



BOARD OF DIRECTORS

President: Dr. Kathryn Hamer

Vice-President: Susan Chalmers-Gauvin

Second Vice-President: Michael Wennberg

Treasurer: Grant Roberts

Secretary: Julie Scriver

Directors:

Adrienne Elfner-Hazen

David Adams

Karen LeBlanc

Victoria Hutt

John Cushnie

Phyllis Grant

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