

Ends to be achieved	Strategy/ Activities	When	Resources needed	Partners	Indicators of Success
FOCUS ON MEMBERSHIP					
<p>1. Provide members with more opportunities to grow and advance artistically and create satisfying profitable careers as leading, professional craftspeople.</p>	Residency program	Biannually, beginning in 2017	Project staff, curator, supplies, funding	Fundy National Park & Hosting galleries	Participating artists are given the opportunity and support to take a break from routine life and studio practice to advance their skills in one-of-a-kind gallery work. Artists are provided with the opportunity to experience science and the natural landscape in NB and respond to this experience. A resulting exhibition will be professionally curated and work will garner public attention and exposure to a diverse audience, increasing their customer base.
	Biennial Exhibitions	Every second year, alternating with residency	Curator and tour funding	Hosting galleries	Selected members gain experience and exposure through touring exhibitions.
	Educational mission to Chicago & other trade shows	Yearly	Marketing	Craft Alliance Atlantic	Those who attend these missions learn about the US and international markets and makers. These opportunities increase the exposure to international markets and increased exports of NB craft. These opportunities also provide participants with inspiration and new ideas and processes. They often offer subsidized group rates and a knowledgeable project lead, increasing accessibility for members.



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	Professional Development workshops	Yearly		Various partnering organizations such as NBCCD, ArtsLink and Arts NB, etc	A more knowledgeable, professional membership.
	Atlantic Craft Trade Show (ACTS)	February each year	Funding	Government of NB (THC Provincial department) & Craft Alliance	Increased number of members participating in the wholesale market. Increased number of craftspeople educated on the ins and outs of wholesaling. Increased number of galleries and shops carrying locally made craft.
	Craft Festivals	Summer & Christmas each year	Membership participation, sponsorships	Community partners, NBCCD	Increased number of members participating in festivals, increased sales for members, increased number of buyers, and increased public awareness of members' work.
	Create a sense of Community within the membership	Ongoing	Membership participation		Members feel less isolated and have increased opportunities to interact and learn from one another. Increased sharing of resources, ideas, and techniques. Increased participation and interest in Craft NB committees and governance roles. Increased use of Facebook group page created for members to communicate amongst themselves.
2. Promote members so they are more visible and recognized provincially, nationally and internationally in fine craft.	New website and augmented member profiles.	Ongoing	Staff dedicated to marketing and communication		Membership is well represented and promoted through new website. Profiles are managed by individual members and drive traffic to personal websites and social media platforms, increasing exposure and online sales. Increase in members who are recognized as leaders

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	<p>Social Media presence</p> <p>Media Coverage, press releases, interviews, etc promoting events will focus on participating members. Social media sharing of stories and articles focused on members work.</p> <p>Continue to develop relationships with editors, journalists, bloggers and publications.</p> <p>Promote award opportunities & award recipients on social media and in newsletters. Continue to nominate members for the Atlantic</p>	<p>Ongoing</p> <p>Ongoing, especially around exhibition and festival programming</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Dedicated staff position</p> <p>Membership support and help in sharing information</p>	<p>Local newspapers, blogs and Radio</p> <p>CCF , Studio Magazine and other cultural publications</p> <p>CCF newsletter, Craft Alliance & membership</p>	<p>Credited work is prominently profiled and promoted through social media and all marketing materials. Links on website and within Craft NB online activities drive traffic to members’ online platforms.</p> <p>Increased media presence, increased public participation in events and increased exposure of members work.</p> <p>More members will be profiled in Studio Magazine, the CCF 150 social media promotions, the Citizens of Craft website and other craft related publications/promotions.</p> <p>Increase in number of members applying for various awards. Increase in membership’s awareness of award opportunities. Members winning the Atlantic Canada Craft awards for Excellence and other awards for their fine craft.</p>

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	<p>Canada Craft Awards for Excellence.</p> <p>Catalogue of exhibitions & residency programs</p> <p>Exhibition Tour</p>	<p>Yearly</p> <p>Yearly</p>	<p>Funding, professional photographs</p> <p>Funding</p>	<p>The Fundy Guild</p> <p>Various galleries</p>	<p>Publication available at exhibition openings, to participating artists, and on the Craft NB website. Catalogue shared with partners and government departments.</p> <p>Exhibition tours the province, is well attended, and covered by the major news sources (TV, newspapers, etc) and circulated broadly through social media. Public openings, artist talks, and accompanying programs are well attended and received.</p>
FOCUS ON PUBLIC EDUCATION AND AWARENESS OF CRAFT					
<p>3. Increase the public, awareness, engagement and appreciation of fine craft and the time and skill involved in producing it.</p>	<p>Hands-on demos at Craft NB festivals</p> <p>Workshops taught by members will be offered at the summer festival, and ongoing promotion of members' workshops will be shared via social media.</p>	<p>At both festivals</p> <p>Summer festival</p>	<p>Public interest</p> <p>Funding</p> <p>Membership participation</p>	<p>NBCCD</p> <p>Members</p>	<p>Through experiential demos, people gain a better understanding of what is involved in making fine crafts; those asked say they are more likely to purchase fine crafts and to pay a fair price.</p> <p>Through hands on workshops offered to the public, people will gain a better understanding of the skill, processes and practice involved in the creation of fine craft.</p>

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	<p>Regular meetings with Government funding partners</p> <p>Yearly meetings with the Tourism department & providing them with marketing materials</p> <p>Invitation to exhibition openings and public events</p> <p>Increased daily visibility and access to the public</p> <p>Letters sent out to local companies suggesting corporate Christmas gifts be locally made and purchased at the Craft NB Christmas festival or directly from members.</p>	<p>January/Feb</p> <p>Ongoing</p> <p>Fall 2017 and forward</p> <p>Fall each year</p>		<p>Government</p> <p>Government</p> <p>Government</p> <p>NBCCD & Mawi'art: Wabanki Artsit Collective</p> <p>Local business</p>	<p>Increase in funding. Strong relationship</p> <p>Tourism department promoting Craft NB events and members to tours and at Tourism events. Increased number of tourists attending programming as well as visiting members' studios/websites/events, etc.</p> <p>Government officials in attendance at public events. Minister more engaged and participating in opening of events. Letter from the Minister included in catalogues.</p> <p>Attaining a public space and new offices on Queen Street.</p> <p>Corporations turn to Craft NB for gift certificates to be used at the Christmas Craft Festival. Or turn to members to wholesale these unique gifts.</p>
<p>4. Gather data on, and promote, the</p>	<p>Participate with other organizations in online data collection</p>			<p>Craft Alliance</p>	<p>Actual numbers of direct and indirect jobs and contributions to GDP are used to demonstrate</p>

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<p>contribution fine craft makes to local and national economies and the GDP</p>	<p>system to amass information about members</p> <p>Work closely with members and the CCF to identify advocacy issues and propose solutions</p> <p>Members encouraged to give accurate numbers when asked for program reports, and be advocates themselves.</p>			<p>CCF</p> <p>Membership</p>	<p>the value of fine crafts in NB to the public and government.</p> <p>Increased resources and funding are available to advance the fine crafts industry.</p> <p>Important demographic and financial information about fine craftspeople in NB is gathered, analysed, and used to educate and advocate on behalf of the industry.</p> <p>Key issues facing members are identified and solutions proposed to government and stakeholders.</p> <p>Government publicly recognizes the value of fine crafts to the social, cultural, and economic fabric of the province.</p>
<p>5. Preserve and promote traditional and contemporary skills and the cultural heritage of fine craft.</p>	<p>Fully develop the permanent collection and use it to educate and share.</p> <p>Fundy residency linked to the early history of the Craft College and the industry in NB</p> <p>More individuals are given Honorary Members status and a 'Craft Heroes' event is</p>	<p>2017</p> <p>2017</p> <p>Fall 2017</p>	<p>Funding</p>	<p>Galleries and curators interested in using the Collection. The NB Craft Foundation.</p> <p>Michael Maynard</p>	<p>The permanent collection is restored and is digitally documented. The permanent collection is assessed and valued. A webpage is created on the Craft NB website to showcase the permanent collection and our honorary members who are the pioneers in the craft industry in NB.</p> <p>Residency participants learn about the connection between Fundy and the history of craft in NB, and as a result there is a presence in the final exhibition that honors the birth of the craft industry in NB.</p> <p>Historical and long-time professional craftspeople and others in NB who contributed</p>

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	<p>planned to celebrate their contributions to the industry in NB.</p> <p>Promote traditional skills as a key foundation of fine crafts and a fundamental value of Craft NB</p> <p>Continued work on Standards Documents to reflect an ever changing sector.</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Committee involvement</p>		<p>significantly to the industry are publically honored by Craft NB.</p> <p>Young craftspeople seek out older members for direction and guidance. Increased participation in Emerging Artist program which taps into the knowledge of seasoned members.</p> <p>Standards Document to better reflect the membership. Less individuals being put in the 'miscellaneous' category. Improved search ability in the online member directory.</p>
FOCUS ON THE ORGANIZATION					
<p>6. Increase the number of members to be at least 200.</p>	<p>Increased recruitment activities, increased reach to target market for this</p>	<p>Ongoing</p>		<p>NBCCD & Mawi'art Collective</p>	<p>The programs of Craft NB are so successful that fine craftspeople across the province see the value of membership</p>
<p>7. Increase the diversity in membership (for example, increase the number of Indigenous, Francophone, recent graduates, and new immigrants)</p>	<p>Increased marketing, communications, and activities aimed at recruiting new members</p> <p>A more active recruitment of</p>	<p>Ongoing, but especially prior to jurying deadlines</p> <p>Ongoing</p>		<p>NBCCD, The Multicultural Association, Mawi'art Collective, etc</p>	<p>An increase in recent graduates jurying into Craft NB.</p> <p>A more diverse membership.</p> <p>A broader geographical representation of artists who are involved from all across NB.</p> <p>Increase in membership numbers.</p>

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	<p>targeted individuals for jurying.</p> <p>Revision of student membership offerings. Potentially add a student council rep as a non-voting board member.</p> <p>Research possible Incubator plan to help recent graduates navigate the first few years of a craft business.</p> <p>Welcoming a limited number of potential members from under-represented groups to participate in selected programs.</p> <p>Increased visibility to NBCCD graduates</p> <p>Workshops offered to NBCCD students at a discount</p> <p>Increase in programming in Northern NB</p>	<p>2017</p> <p>2017-18</p> <p>Ongoing</p> <p>Ongoing</p> <p>2018</p>		<p>NBCCD</p> <p>NBCCD, Mawi' Collective, etc</p> <p>NBCCD</p> <p>Galleries and/or festival promoters in Northern NB</p>	<p>Increase in student memberships</p> <p>A solid understanding of the viability of this idea and a path forward to actively counteract the loss of recent graduates who don't enter into the craft sector.</p> <p>Individuals from underrepresented groups will learn about Craft NB and its worth and apply to become juried members. The membership will grow and diversify.</p> <p>Every graduate knows of Craft NB and what the organization offers.</p> <p>Increased jurying applications from 3rd and 4th year students at NBCCD</p> <p>Continual reach towards the North of the province. Exhibitions to continue to reach northern communities and to include</p>



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	<p>Remaining open to helping and/or partnering with festival organizers working in Northern NB</p>				<p>additional programming (such as artist talks) whenever possible.</p> <p>Francophone members pleased with the excellent service they receive in both official languages.</p> <p>All marketing materials to be bilingual and the French website to be on par with the English version.</p>
<p>8. Increased recognition of logo</p>	<p>Unified and continual branding efforts</p> <p>Insuring all partnering organizations have updated logo and name when they refer to Craft NB, and that all online databases are updated.</p>	<p>Ongoing</p>			<p>Regular surveying of the general public will show an increase in logo recognition.</p>
<p>9. Create opportunities for members to engage in programs</p>	<p>Effective and engaged committees</p> <p>Identifying “one-offs” that people can help with when they have limited time</p>	<p>Ongoing</p>		<p>Membership</p>	<p>Committees are easy to engage with participate in.</p> <p>Short term, time-limited opportunities are available for members to volunteer in their particular areas of skill and expertise</p> <p>Members say they feel supported and valued when participating in Committees and volunteering for festivals, events and other activities of Craft NB.</p>
<p>10. Have adequate community volunteers</p>	<p>Engage with volunteer recruitment</p>	<p>2017</p>		<p>United Way</p>	<p>Volunteers return year after year and enjoy their time helping Craft NB.</p>

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to help with festivals and programming.	<p>initiatives such as 'Time Raiser 150'</p> <p>Ongoing marketing of volunteer opportunities</p>				<p>Volunteers feel appreciated and valued.</p> <p>Students at NBCCD see the value and learning experience that volunteering can provide.</p>
11. Work within the approved budget and be financially responsible.	<p>Continually seeking out new sources of revenue for programming</p> <p>Continual grant writing efforts</p> <p>Increase in sponsorship</p> <p>Effective resource management</p>				<p>Potential new revenue sources, including gov't, foundations, and social enterprise, are identified and pursued</p> <p>Craft NB increases its short and long term sustainability, and has the resources necessary to meet its mandate</p> <p>Craft NB has adequate and knowledgeable staff to carry out its mission</p> <p>Craft NB realizes a surplus at the end of every year and invests it into future priorities</p>
12. Staff will be happy and satisfied with their jobs and stay long term		Ongoing			<p>Staff are paid fair wages</p> <p>Staff have benefits such as health care</p> <p>The office environment is physically and emotionally conducive to being productive</p> <p>Staff have reasonable workloads</p> <p>Staff are provided with professional development training</p> <p>Staff feel supported and valued by their supervisor(s)</p>