



Interim Strategic Plan 2023-2026

INTRODUCTION

Craft Nova Scotia is located within Mi'kma'ki, the ancestral and unceded territory of the Mi'kmaq People. This territory is covered by the Treaties of Peace and Friendship of 1726. We acknowledge and honour the Mi'kmaq people who have cared for and continue to care for this land.

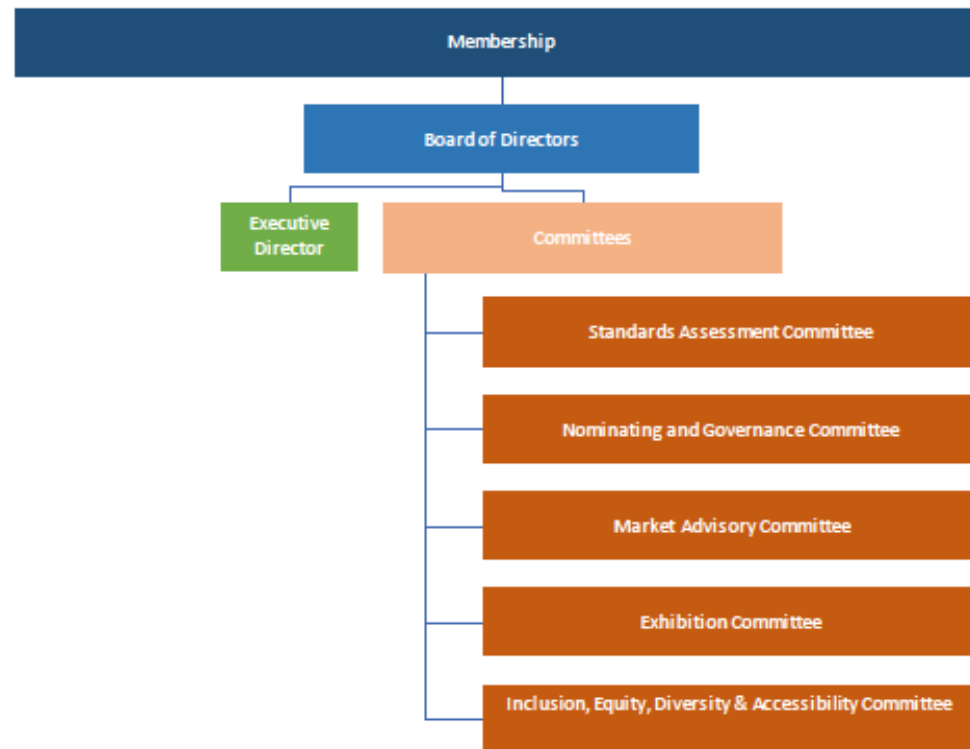
Craft Nova Scotia, originally incorporated as Nova Scotia Designer Crafts Council in 1973, is a non-profit, charitable arts service organization working to encourage and promote the craft movement in Nova Scotia, and public awareness and appreciation of craft products and activities. Today, it is a provincially recognized organization with a membership of over 200 individual artisans and craft enthusiasts and which serves over 8200 individuals through its various programs, workshops, and exhibitions.

Craft Nova Scotia manages and operates the Mary E. Black Gallery (MEBG) and the Centre for Craft Nova Scotia, and coordinates a variety of programs and services to support artisans, craftspeople and craft enthusiasts throughout the province. Programs include the Craft Nova Scotia Designer Craft Show, pop-up events, training and development workshops, residency programs, exhibitions, and a wide variety of instructional programs engaging the community in craft practices. The MEBG is mandated to present exhibitions which educate the public about craft and design, and to promote the pursuance of excellence in the craft community. It hosts local, regional, national and international fine craft exhibitions year-round. The exhibitions, publications and educational programs of MEBG reflect historical and contemporary expressions, both regionally and nationally, and promote fine craft that embodies the energy and innovative spirit of Mary E. Black (1896 – 1988), the province's first craft administrator, a noted weaver and author. In addition to the above, Craft Nova Scotia plays an important advocacy role for the craft sector.

Craft Nova Scotia is governed by a volunteer Board of Directors which is supported by a series of volunteer committees.



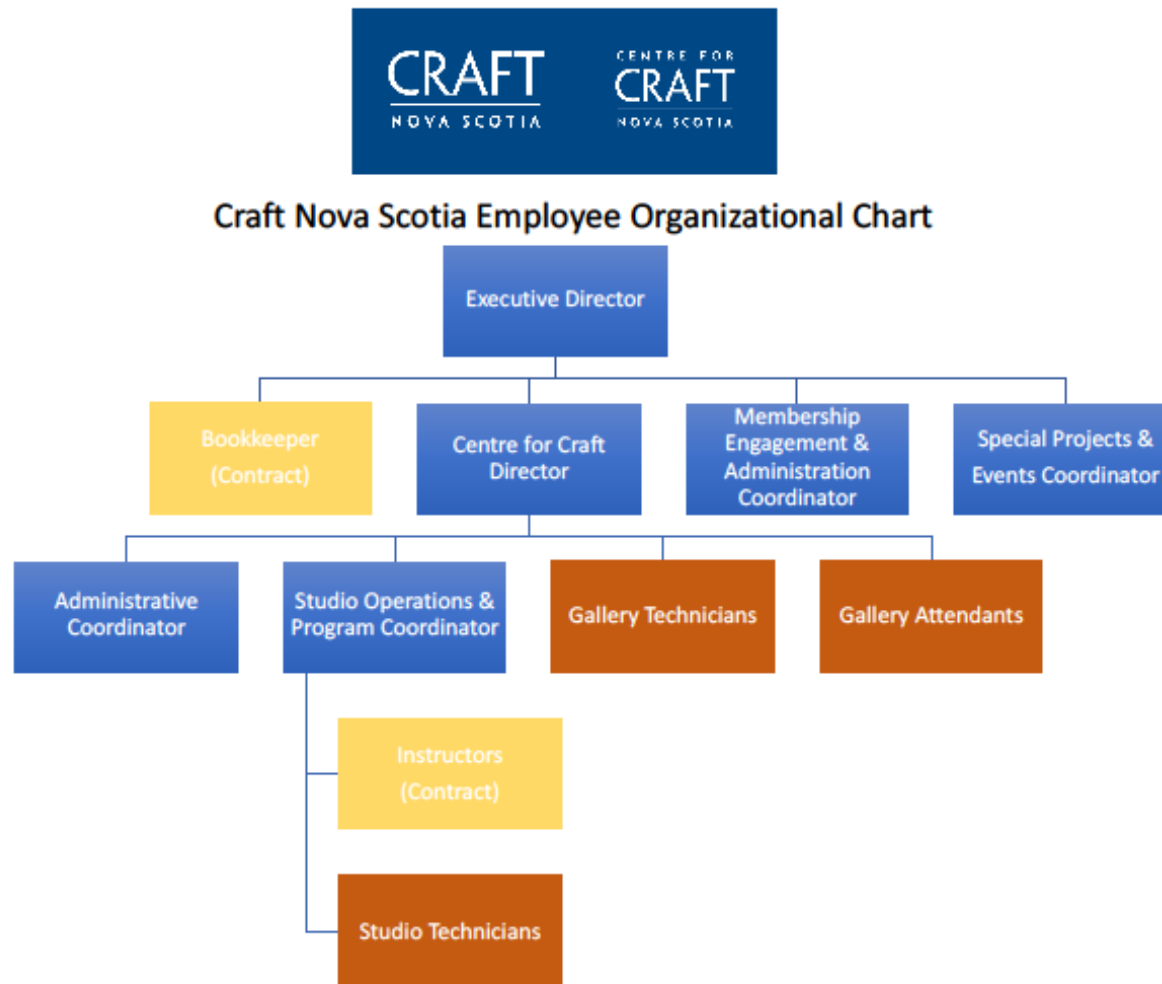
Craft Nova Scotia Board and Committee Structure



Craft Nova Scotia Organizational Structure is subject to change based on the recommendations of the 2022 Organizational Review and /or evolving needs of the organization or community.

As of January 2023

Craft Nova Scotia has an annual budget of approximately \$660,000. The organization is supported by 6 permanent staff, 5-10 casual staff (gallery attendants, technicians) and 10-15 contractors (bookkeeper, instructors).



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As of January 2023

Approved February 22, 2023

This Interim Strategic Plan is informed by previous strategic planning, an environmental scan of key trends and opportunities for Craft Nova Scotia and recommendations emerging from an organizational and program review conducted in Spring 2022 which employed an Equity, Diversity and Inclusion lens ([https://craftnovascotia.ca/wp-content/uploads/2022/09/Findings Recommendations-2022-.pdf](https://craftnovascotia.ca/wp-content/uploads/2022/09/Findings_Recommendations-2022-.pdf)). The plan will be reviewed annually to ensure Craft Nova Scotia initiatives are aligned with current and future needs of members.

VALUES

The following values both define and guide the Craft Nova Scotia's vision and mission: sound fiscal management, excellence, ethics, and diversity.

- Craft Nova Scotia is part of a local community that has a global reach. We encourage and promote diversity throughout craft practice: media, techniques, traditions, design, production, and education.
- Craft Nova Scotia is committed to excellence in our collections, exhibitions, programs and services.
- Craft Nova Scotia values and promotes high quality in all aspects of Nova Scotian craft.
- Craft Nova Scotia is committed to ethical practice in management, administration and program delivery.
- Craft Nova Scotia recognizes our obligation to invest public funds responsibly and to accurately account for those investments. We are committed to sound fiscal management while continually striving to achieve maximum efficiency and effectiveness.

VISION

Our **vision** for the Nova Scotia crafts community:

Culture and Heritage

- Nova Scotians place great value on crafts, and recognize and appreciate the role craftspeople play in the unique character and rich heritage of our province.

Education, Advocacy and Investment

- Crafts education is considered fundamental training for viable career choices.
- Investment in crafts education provides essential skills for craftspeople in their chosen medium as well as valuable transferrable skills in the 21st Century workplace.
- Investment in crafts promotion inspires makers as well as volunteers, patrons and collectors of the future.

Partnerships

- Craft is a critical part of the culture sector and a powerful economic engine. Government, having recognized the high return on investment, is a strong advocate for crafts. Legislation, policies, programs and funding are in place to serve our diverse community.
- Strategic planning, coordinated action and evaluation ensures both accountability for investors as well as a sharp focus on our goals.
- The crafts community continually builds strategic partnerships which attract and increase resources to maximize participation and inclusion.

Craft and Entrepreneurship

- Craft businesses are successful and profitable. Craftspeople are well paid for their work.
- Craftspeople have used their knowledge and skills to develop diverse revenue sources and expand their audiences and markets.
- Nova Scotia exports craft worldwide, and our reputation for excellence brings students, makers, educators, buyers and collectors to our province from the world over.

MISSION STATEMENT

Craft Nova Scotia's mission is to educate, advocate, empower and inspire through excellence in craft.

We will work to deliver programs and services to help craftspeople realize their potential as designers, makers and entrepreneurs.

We will be strong advocates in the broader community to show the value of craft and the work of craftspeople in our culture as well as our economy.

We will build partnerships to increase recognition of craft as a vital part of our culture and to attract audiences, collectors and investors to raise the profile of nova scotia craftspeople across the province and far beyond our shores.

STRATEGIC GOALS AND OBJECTIVES

The following strategic goals and actionable objectives will guide Craft Nova Scotia's work over the next three years (2023-2026). These goals build on Craft Nova Scotia's existing expertise and programming and aim to increase the organization's effectiveness in the future.

Strategic Goal #1: Actions, policies, and programming genuinely reflects and promotes justice, equity, diversity, and inclusion.

Strategic Objectives:

1. Adopt a positive and supportive workplace culture for all staff, board and committee members through the review and update of processes and practises.
2. Take progressive steps to increase compensation levels for employees and contractors to be above and beyond the livable wage, and in alignment with the broader cultural sector.
3. Develop policies, procedures and guidelines that support and encourage an equitable work environment.
4. Undertake a robust policy review with a priority on human resources and occupational health and safety.
5. Provide training and professional development to members, staff and board.
6. Seek out, build and nurture partnerships and relationships with diverse communities throughout the province.

Strategic Goal #2: Increased membership reflects the diversity of Nova Scotia's population.

Strategic Objectives:

1. Develop a membership recruitment and retention plan based on updated membership categories and benefits with an accessible fee structure.
2. Explore software to automate membership registration and renewals.
3. Improve communications with members.
4. Explore opportunities for reciprocal memberships with other organizations.
5. Conduct standards and jurying review.

Strategic Goal #3: Innovative and relevant programming builds craft skills and supports craft businesses and professional development across Nova Scotia.

Strategic Objectives:

1. Review program offerings and residencies to inform an updated and innovative programming strategy and delivery plan.
2. Initiate exploration of an infrastructure plan with the aim of safe, up-to-date, and accessible innovative studio spaces and technologies
3. Explore and establish digital programming opportunities.

4. Develop a peer-to-peer learning program and professional development workshops to assist members in their practice.
5. Develop plans for a Craft Symposium to celebrate and promote craft and craft practices.
6. Develop a strategy for sustainable craft practices.
7. Develop programming to support exhibiting craftspeople and artists and innovative exhibitions at the Mary E. Black Gallery.

Strategic Goal #4: Strong communications and marketing builds positive brand recognition of Craft Nova Scotia.

Strategic Objectives:

1. Review and update communications and brand guidelines.
2. Develop a comprehensive marketing and communications strategy.
3. Review and update online presence to ensure clear, effective and accessible communications.

Strategic Goal #5: Organizational capacity and financial sustainability is strengthened s and takes advantage of digital opportunities.

Strategic Objectives:

1. Develop and implement a regular process and schedule for the ongoing review of organizational policies.
2. Improve and enhance organizational systems and practices with a focus on digital solutions.
3. Review and update the organizational structure, ensuring employee position titles and descriptions reflect current and future needs of the organization.
4. Review options for hybrid office and operations for Craft Nova Scotia.
5. Enhance financial sustainability through by establishing a fund development plan based on securing increased traditional funding and identifying new revenue streams.
6. Investigate cloud based accounting and financial related software and applications to create efficiencies in organizational financial management.

Strategic Goal #6: Organizational governance practices and policies are on the leading edge of the industry.

Strategic Objectives:

1. Conduct a review of the Values, Vision and Mission of the organization.
2. Develop and maintain a Board capacity building strategy.
3. Develop and maintain a Board Diversity and Succession Plan for the organization.

IMPLEMENTATION

This plan will be implemented through annual operating plans focused on actions to achieve the strategic goals and objectives. Strategic risk identification and mitigation approaches will be considered in the operating plan. On-going monitoring and annual review of progress against the goals and objectives will be undertaken and enable Craft Nova Scotia to respond in a timely fashion to changing circumstances and adjust actions when necessary to ensure craft community needs are met. Measures of success to be identified for these strategic goals will help Craft Nova Scotia monitor and demonstrate progress as a result of its actions.

Building For the Future

Craft Nova Scotia is setting a course to lead and strengthen the craft community and opportunities in Nova Scotia. Achieving the strategy will require organizational commitment and dedication, looking to new opportunities, establishing new relationships and by becoming a partner of choice and finding new ways of working.