



Talent Trust

Nova Scotia Talent Trust

Three-Year Strategic Plan 2021 – 2023

Ensuring the Vibrancy and Sustainability of the Culture Ecosystem in
Nova Scotia by deepening our capacity to help talented Nova
Scotians pursue professional careers in the arts.

Approved February 13, 2021

Executive Summary

The Nova Scotia Talent Trust (NSTT) is set to increase its impact on the cultural ecosystem in Nova Scotia by ensuring pre-professional artists have the funding they need to develop their talent and pursue a professional career in the arts. The culture sector is vital to Nova Scotia's economy and quality of life and is predicted to grow. There is a steady stream of emerging artists with increasingly diverse needs. Meanwhile, arts education's cost is rising dramatically, making it more-and-more difficult for young artists to pursue their passions. With this in mind, the Nova Scotia Talent Trust's role in building a dynamic cultural sector, and province, is more vital than ever. NSTT is the only organization in Nova Scotia funding the education of pre-professional artists in all disciplines. As the organization looks to the future, it has set ambitious goals to increase its impact, leading to even greater value for the culture sector in Nova Scotia.

The organization's mission is 'to support the development of talented Nova Scotians in the pursuit of a professional career in the arts.' Its vision is that 'Nova Scotian artists will enrich the cultural vibrancy of our province, country and the world.' NSTT has set some tangible and ambitious goals for the next three years as it looks to the future. The organization will increase its endowment to \$6 million in the next three years, enabling it to disperse \$240,000 in scholarships and awards. Further, by 2034 the organization will build \$25 million in its endowment and distribute \$1 million each year in scholarships and awards. This will make a transformational impact in pre-professional artists' careers and, in turn, the culture sector in Nova Scotia. That means more artists receiving appropriate levels of funding to meet their education needs.

The focus of the organization in the next three years will be around four strategic priorities:

- **Fundraising:** Increase the endowment to \$6 million in three years.
- **Staff and Board Development:** Growth requires resources. The organization will hire a full-time fundraiser, and in 3 years, it will have a full-time ED and fundraiser and part-time social/ communication and scholarship coordinator.
- **Awareness & Community Engagement:** Fundraising growth and awareness are interrelated. The organization will develop new partnerships and deepen existing relationships.
- **Core Service Development:** Bigger scholarships in the long term, more outreach in the community, and equity, diversity and inclusion are applied in encouraging and supporting artists.

Achieving these goals will require the full commitment of both the NSTT and NSTT Foundation boards and staff. The primary focus will be on fundraising.

NSTT has the will to achieve this. Not only is their Board and contractors committed, but the organization is also building on the momentum gained through the events of its 75th anniversary in 2019.

Introduction

This three-year plan for NSTT was developed in collaboration with the contractors, the Board of Directors of NSTT and the NSTT Foundation members through the fall of 2020.

The planning process included two strategy sessions with the NSTT board, contractors, and NSTT Foundation members. On September 9, the first session was devoted to strategic assessment and the second, after stakeholder consultation, on October 17, was dedicated to setting the envisioned future, goals, and actions. The process included stakeholder consultation in early October. The final plan document was developed in late October and early November.

Current Situation

While this plan was developed amid uncertainty during the COVID-19 pandemic, there was an overwhelming positivity from stakeholders, board members and contractors about the future of the arts sector and the future of NSTT. The following section captures sector trends, an internal assessment, opportunities and challenges, and strategy development's key considerations.

Stakeholder consultation was held during the week of October 5th. A total of six meetings were held with seven stakeholders. Five external stakeholders included two former board members/ donors, the Chair of the NSTT Foundation, a representative from CCH and a representative from Arts NS. A discussion was also held with the two contractors of NSTT. All respondents had a deep level of familiarity with NSTT and its history.

Sector Trends

Growth in the arts sector is predicted to continue

One of the predictions that emerged from stakeholder consultation is that there will be growth in the number of arts organizations serving the public and seeking funding. Small arts organizations have gained greater status over the years and are competing with traditional arts organizations. Looking to the future, it is predicted that the creative economy will 'skyrocket'.

Equity, Diversity and Inclusion (EDI) are increasing in importance

Diversity and equity have become a more significant driving force in the arts sector. There is a belief that 'we can do better' as a cultural community supporting black-led and indigenous artists.

Supporting career track artists has become more important

Supporting career track artists has become more critical over the years. There is currently a high demand for skills development in the culture sector. Some of the demand is in business skills for artists. Looking more broadly, artists' practice is the Research and Development (R&D) component of culture and art everywhere. 'It is essential; otherwise, you don't have a product.' The cost of education is rising steadily, and requirements for funding are greater than ever.

A related consideration is that the source of training for young people is changing. Public schools are not fulfilling their traditional role. Mentoring is important in some communities (i.e. communities of mentors for indigenous youth).

Provincial funding support will likely be flat in the near term

Stakeholder consultation revealed that provincial support for operating funding has been stagnant over the last years and increases are unlikely. More money has been directed toward projects vs increased operational financing. There has been more attention given to cross-over supports such as arts and health or arts and social services. There is also more attention given to culture exports. Meanwhile, federal funds have increased significantly, with Canada Council funds doubling in recent years.

Other factors related to funding are that many long-standing organizations have set up endowments to become sustainable, with a separate board (foundation, endowment) to secure the funds. The relationship to community and relevance to the community is deemed essential for arts organizations seeking funding.

Some concern was expressed regarding the post-COVID-19 period, two to three years down the road, when the government needs to make up for debt incurred in this period. While it is unlikely that NSTT would be negatively affected, it reflects the importance of developing a reliable fundraising capacity within the organization to ensure its sustainability.

Internal Assessment

An organization's assessment was conducted in the initial assessment session with the board and contractors and during the stakeholder consultation. The following strengths and weaknesses emerged from the exercise.

Strengths/ Aspects that are Working Well

The current part-time contractors were identified as a vital strength of the organization. A common theme through the Board and stakeholder consultation is that Jacqueline Steudler is a vital asset for the organization. Her commitment, passion and skill in serving the best interest of the organization were singled out. It was emphasized that the professionalism of the organization has increased during her tenure. Further, the efficiency of administration and high return on cost were identified as related strengths.

The core work of the organization, in granting awards and scholarships, is perceived to be strong. The scholarship selection process is perceived to be consistently well done, organized and supported. The validation provided for artists is perceived to be very positive. The commitment of peer juries is a testament to the artistic community. The work of the Scholarship Selection Committee members has been exemplary over the years. It was noted that the organization prepared well for the pandemic due to the longstanding online application form and using the CRM (for donors).

Related to this core work is the strength of a significant volunteer base. The willingness of professional artists to select scholarships and special awards provides value and credibility to the organization. There is a significant non-paid value in unpaid volunteer efforts in artists giving back.

NSTT's uniqueness as the only organization that pre-professional artists, in all disciplines, can approach for scholarships has been identified as a strength. The organization is also the only independent organization of its kind in Canada. Scholarship recipients can choose where to study. The degree to which the organization offers scholarships to a diverse range of needs and disciplines is appreciated. The growth in applications each year and growth in the number of scholarships given out over the years is a testament to the need for an organization like NSTT.

Board rejuvenation has been healthy for the organization. NSTT has an engaged board with passion and strength. Participants, including former board members, reinforced the importance of constant renewal. Joann is perceived to be a strong chair. The connection between the Board and the NSTT Foundation is also perceived to be a strength. Further, the process of committee work (exec and development) is also deemed to be a strength.

Communication has been well done over the years, particularly in 2019 for the 75th Anniversary. The newsletter, social media, (i.e. Instagram), and blogs were well done. Several assets were built: particularly the video showing scholarship winners and alumni success. It was noted that awareness has an impact on applications. Further, several partnerships have been created, such as those with the Black Cultural Centre and CIOE 97.5 FM community radio.

Lastly, the special awards ceremony, and the profile it generates for the organization, is perceived to be a positive initiative for the organization. The 75th Anniversary activities were perceived to be very successful, notably how they generated publicity and awareness.

Weaknesses/ Things that could be Improved?

While current contractors were identified as a key strength of the organization, contractors' part-time nature was deemed unsustainable for the organization, particularly if it has ambitions to increase its impact. In fact, without full-time staff, there is some concern that the organization's impact could be reduced and that the ground made during the 75th Anniversary could be lost. Without staff, it is difficult to build and sustain partnerships, to accomplish the volume of work required and support fundraising.

Sufficient and sustainable funding is one of the greatest needs and one of the greatest improvement areas. The board's strength is not fundraising, and therefore a professional fundraiser is needed with board collaboration and support. The partnership with the foundation is critical in addressing the question of sustainable fundraising. Finding private sources of support is identified as an opportunity that needs to be pursued. There is a belief that without staff support, this cannot be achieved.

Related to fundraising is the recognition that the financial allocation for scholarships has not kept pace with training costs. This threatens the future relevance of the organization. The province's funding allocation will likely stay the same, and if there is an increase, it will only be small. Any increase will need to come from raising funds with private donors.

Low awareness of the organization is perceived to be a weakness. This is another area in which resources are challenged. The ongoing work on web technology, promotions, social media etc., is a full-time job. Scholarship recipients agree to mention NSTT, but it doesn't always happen. There is work required to stay on top of this. There is a correlation between awareness and fundraising success.

An opinion offered in the stakeholder discussion is that selection committee members' diversity is an area for improvement. This stakeholder wondered if the pool's size from which jury members are selected could be increased and if the diversity (rural and other diversity) of the selection committee, board and applicants could be improved.

Regarding special awards and scholarships, some stakeholders identified an opportunity to diversify the mix of applicants and recipients of scholarships and awards. One participant recognized the importance of true partnerships and collaborations with diverse communities, ensuring that diversity is not tokenism. Working in partnership with equity groups (i.e. African Nova Scotian, indigenous, disabilities, immigrants, LGBTQ+) is perceived to have a powerful impact on organizations and communities that have never been approached before.

Greatest Challenges/ Opportunities the Organization Will Face in the Next Three Years

There is uncertainty regarding the sustainability of Government funding due to the pandemic. Specifically, the concern is that funding could be diverted away from the arts into other priorities requiring CCH to reduce funding or cut funding. Stakeholders within CCH think that the arts sector will grow and that the commitment to the sector will remain in the short and long term.

Overall, the greatest need identified by all is sustainable funding so that the organization can grow, ensure appropriate staffing is in place and make a positive contribution to developing artists. There is an opportunity to reach out to corporate sponsors. There is a need to build the diversity of skills within NSTT by strengthening fundraising expertise. The partnership with the Foundation is seen as critical to success.

COVID-19 may lead to more significant needs for applicants. Educational facilities may charge more for their facilities and programs, and therefore applicants will need more, larger scholarships—potentially more applicants with greater need. NSTT will require a larger endowment if it is to meet this need.

Key Considerations for Strategy Development

After reviewing the strategic assessment session results with the board and contractors, and the outcome of the stakeholder assessment process, the following factors were deemed critical considerations for planning.

Stability Predicted in Provincial funding but increases are unlikely

The Nova Scotia Department of Communities, Culture and Heritage (CCH) is challenged with many funding requests. The range of organizations seeking funding has widened over the years. Within this context, funding increases are unlikely. For NSTT, funding to sustain its growth will need to come from other sources.

The organization is stretched with current staff resources

NSTT is currently operating with part-time contractors. This has served the organization well. However, if the organization wants to increase its impact, it will require dedicated staff. Future growth will be limited without investment in resources (i.e. fundraising staff).

Funding needs will grow

The culture sector is predicted to grow, and there will be a steady stream of pre-professional artists looking for support. Meanwhile, education costs are increasing dramatically. NSTT's funding is an increasingly smaller portion of the cost incurred by applicants. There will be a greater need for funding in the future due to both the number of applicants and their education costs. This is the biggest issue and opportunity facing NSTT.

How to build on the momentum that has been achieved in recent years?

75th Anniversary in 2019 created positive momentum. There is an increase in applications and interest.

Volunteer participation and goodwill is a resource

NSTT is in the enviable position of having the support of many stakeholders in the culture sector. From scholarship selection to fundraising, the community of artists and supporters wants to support NSTT and see it succeed. This is an asset to build on.

NSTT Three-Year Plan

There is a great need for an organization like NSTT in Nova Scotia, and the board, contractors, and Foundation are committed to meeting that need and creating a larger impact. The organization has set the following mission and vision.

Mission

To support the development of talented Nova Scotians in the pursuit of a professional career in the arts

Vision

Nova Scotian artists will enrich the cultural vibrancy of our province, country and the world

Envisioned Future

In three years, NSTT will be well on the way to self-sustainability and increased scholarships by increasing the endowment to \$6 million (giving out \$240,000 in scholarships), having full-time staff in place to pursue priorities, and achieving increased awareness and community engagement.

Our dream, or stretch goal, is that by 2034, there will be \$25 million in the NSTT Foundation endowment, a successful annual campaign and multiple private sector investors. NSTT will be highly regarded across Nova Scotia, have strong partnerships, and be managed by a full-time ED and staff. Most importantly, the organization will give out \$1,000,000 each year in scholarships and awards, it will have a mentorship program, an annual conference, and it will be located in a centre for the arts.

Strategic Priorities/Goals

The focus of the organization in the next three years will be around four strategic priorities:

- **Fundraising:** Increase the endowment to \$6 million in three years
- **Staff and Board Development:** The organization will hire a part-time fundraiser, and in 3 years, it will have a full-time ED and fundraiser and part-time social/communication, and scholarship coordinator
- **Awareness & Community Engagement:** The organization will develop new partnerships and deepen existing relationships
- **Core Service Development:** Bigger scholarships in the long term, more outreach

Strategic Priority 1: Fundraising

Goal: To increase the endowment to \$6 million in three years

Key Actions:

- Financial realignment to support growth. NSTT will realign its budget to support fundraising in the short term.
- Hire a fundraiser Development Officer. This is a crucial resource for the organization if it is to move toward its goals.
- Fundraising strategy (case, roles, approach – major gifts, campaigns, annual campaign etc.). The fundraiser would revisit the plan developed by Bloom Non-profit Consulting Group and create an updated strategy to guide the organization through the next three years.
- Collaborate with the Foundation. An integrated outreach program from both the NSTT Board and Foundation Board will be essential to success in collaboration with the fundraising lead.

Measures:

- Progress toward endowment goal of \$6 million
- Tangible progress in building the fundraising funnel – introductions, solicitations, gifts

Strategic Priority 2: Staff and Board Development

Goal: The organization will hire a part-time fundraiser and, by the third year of this plan, it will have a full-time ED and fundraiser and part-time social/communication and scholarship coordinator

Key Actions:

- Skills matrix/HR strategy. It will be essential to have clarity of skills/roles for contractors and future staff and board(s) as the organization rallies its resources to achieve its goals.
- Find seed money to support the goals. NSTT will need to realign current funding and approach CCH and other potential seed funding sources to support its growth mandate.

Measures:

- Performance is relative to the skills matrix. A part-time fundraiser in year one. Skill development for the Board to support fundraising. Is the organization adding the skills that will contribute to its success?

Strategic Priority 3: Awareness and Community Engagement

Goal: The organization will develop new partnerships and deepen existing relationships

Key Actions:

- Identify and build new strategic partnerships to help advance the priorities of the organization.
- Deepen existing partnerships and events (i.e. Nocturne and Craft NS).
- Increased social media and awareness building initiatives. Increased awareness will support fundraising, the top priority for the next three years.

Measures:

- Number of active partnerships
- Awareness and social media engagement metrics. Benchmark conversions are starting in year one.

Strategic Priority 4: Core Service Development

Goal: Bigger scholarships in the long term, more outreach

Key Actions:

- Short term reduction in year 1-2
- Analyze scholarship value to ensure the intended impact
- Outreach: communities, schools
- Deepen our commitment to Equity, Diversity & Inclusion (EDI): Scholarship Selection Committee members and applicants

Measures:

- Scholarship and special award value. Measure progress on increasing the number and value of scholarships based on the growth of the endowment.

Appendix A

Detailed action steps to reach the goals over the next three years.

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Key Considerations				
<p>Stability Predicted in Provincial funding. CCH is challenged with many requests. Increases unlikely. Funding will need to come from other sources.</p>	<p>The organization is stretched with current contractor resources. Future growth will be limited without an investment in resources (i.e. fundraising)</p>	<p>Funding needs will grow. The sector is predicted to grow, and education costs will increase. There will be a greater need for funding in the future.</p>	<p>Momentum has been achieved in recent years. 75th Anniversary in 2019 created positive momentum. There is an increase in applications and interest.</p>	<p>Volunteer participation and goodwill is a resource. This is an asset to build on.</p>
Mission				
To support the development of talented Nova Scotians in the pursuit of a professional career in the arts				
Vision				
Nova Scotian artists will enrich the cultural vibrancy of our province, country and the world				
Envisioned Future				
In three years, NSTT will be well on the way to self-sustainability and increased scholarships by increasing the endowment to \$6 million (giving out \$240,000 in scholarships in year four), having full-time staff in place to pursue our priorities, and by achieving increased awareness and community engagement. Our dream, or stretch goal, is that by 2034, there will be \$25 million in the NSTT Foundation endowment, a successful annual campaign and multiple private sector investors. NSTT will be highly regarded across Nova Scotia, have strong partnerships and the organization will be managed by a full time ED and staff. Most importantly, the organization will give out \$1,000,000 each year in scholarships. It will have a mentorship program; an annual conference and it will be located in a centre for the arts.				
Strategic Priorities/Goals				
<p>Fundraising: Increase the endowment to \$6 million (find seed money to support fundraising in the short term)</p>	<p>Staff and Board Development: In 3 years, full-time ED, fundraiser and part-time social/ communication and scholarship coordinator</p>	<p>Awareness & Community Engagement: New partnerships and deepen existing relationships</p>	<p>Core Service Development: Bigger scholarships in long term, more outreach</p>	
Actions				
<ul style="list-style-type: none"> • Financial realignment to support growth • Hire a fundraiser • Fundraising strategy (case, roles, approach – major gifts, campaigns, annual campaign etc.) • Collaborate with the Foundation 	<ul style="list-style-type: none"> • Skills matrix/HR strategy – clarity of skills/roles for contractors/staff and board(s) • Find seed money to support – realign current funding and approach CCH, other sources • Develop an EDI policy 	<ul style="list-style-type: none"> • Identify and build new strategic partnerships • Deepen existing partnerships • Increased social media and awareness building initiatives 	<ul style="list-style-type: none"> • Short term reduction in year 1-2 • Analyze scholarship value to ensure intended impact • Outreach: communities, schools • Deepen our commitment to Equity, Diversity & Inclusion (EDI): jury & applicants. Develop an EDI policy. 	
Measures				
<ul style="list-style-type: none"> • Size of endowment (momentum on fundraising) • Introductions, solicitations, gifts 	<ul style="list-style-type: none"> • Performance relative to skills matrix 	<ul style="list-style-type: none"> • Number of active partnerships • Awareness/ social media metrics • Benchmark in year 1 conversions 	<ul style="list-style-type: none"> • Scholarship and special award value 	

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Strategic Priority 1: Fundraising			
Goal by 2023: Increase the endowment to \$6 million			
2021 Actions	2022 Actions	2023 Actions	Responsibility
Set up fundraising infrastructure to ensure success			
<ul style="list-style-type: none"> Financial realignment to generate seed money to support fundraising. Collaborate with the Foundation to find sources of seed funds. Establish a combined NSTT-Foundation task force to develop hiring strategy and oversight Hire a fundraiser by April 1 			<u>Responsibility</u> – NSTT and Foundation Board Task Force <u>Accountability</u> – Board Chair
Fundraising strategy and implementation			
<ul style="list-style-type: none"> Conduct research. Identify issues and actions. Develop & finalize a fundraising strategy: identify roles, build the case for support, determine fundraising approach (balance of major gifts, tailored campaigns, annual campaign/ events, bequests). Also determine role for Endowment (Foundation) and annual NSTT campaigns. Brief key stakeholders 	<ul style="list-style-type: none"> Start roll out of the fundraising strategy Roll out targeted campaigns by specific discipline (to be considered by fundraiser) Introduce youth mentorship as a way of building emotional connection Engage recent recipients and alumni in fundraising 	<ul style="list-style-type: none"> Determine ongoing fundraising efforts: targeted campaigns, bequests, potentially an annual campaign 	<u>Responsibility</u> – Fundraiser & Development Committee <u>Accountability</u> - Fundraiser <u>Consulted</u> – NSTT & Foundation Boards
Donor cultivation and stewardship			
<ul style="list-style-type: none"> Approach non-traditional funders (i.e. Airbnb) 	<ul style="list-style-type: none"> Cultivate relationships with major donors via calls, meetings and cultivation events Build an information mgt. system Conduct ongoing research Approach non-traditional funders (i.e. Airbnb) 	<ul style="list-style-type: none"> Ongoing donor engagement and stewardship via meetings and cultivation events Approach non-traditional funders (i.e. Airbnb) 	<u>Responsibility</u> – Fundraiser & Board <u>Accountability</u> – Fundraiser (ongoing reporting)
Marketing campaigns to support fundraising success			
<ul style="list-style-type: none"> Marketing campaign strategy to support fundraising Integrate the case & messaging into the website & collateral 	<ul style="list-style-type: none"> Marketing campaign to support fundraising 	<ul style="list-style-type: none"> Marketing campaign to support fundraising 	<u>Responsibility</u> – Fundraiser, Development Committee, and ED <u>Accountability</u> – ED <u>Consulted</u> – Both Boards

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Strategic Priority 2: Staff and Board Development			
Goal by 2023: A full time ED and fundraiser and part time social/communications and scholarship program coordinator			
2021 Actions	2022 Actions	2023 Actions	Responsibility
Staff Development to achieve fundraising and impact objectives			
<ul style="list-style-type: none"> • Develop a financial plan to find seed money to support hiring (also referenced as a fundraising action) • Present the strategic plan to CCH. Gain alignment and explore seed funding opportunities. • Develop a skills matrix/HR strategy – including clarity of skills/roles for contractors/staff, volunteers and board(s). Ensure hours allocated to contractors aligns with scope of work. • Hire a fundraiser. • Fundraising training for board members • Develop an EDI policy 	<ul style="list-style-type: none"> • Hire full-time ED (based on fundraising success and anticipated growth). • Fundraising training for board members • Scholarship Program Coordinator: create skills matrix and increase hours if necessary • Monitor and update EDI policy as required 	<ul style="list-style-type: none"> • Fundraising training for board members • Monitor and update EDI policy as required 	<p><u>Responsibility</u> – NSTT Board Executive Committee <u>Accountability</u> – Board Chair <u>Consulted</u> – NSTT & Foundation Boards</p>
Board Development to support strategic priorities			
<ul style="list-style-type: none"> • Ensure the board is part of the skills matrix to support priorities. • Both the NSTT and Foundation boards can cultivate the skills to support a major fundraising effort. 	<ul style="list-style-type: none"> • Fundraising capacity (people who can do outreach and training) to be strengthened on NSTT and Foundation boards. Ensure there is a combination of advocates, connectors and askers. 	<ul style="list-style-type: none"> • Continue to deepen fundraising capacity (people and training) on NSTT and Foundation boards • Start development of the next 3-year strategic plan 	

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Strategic Priority 3: Awareness & Community Engagement			
Goal: Develop new partnerships and deepen existing partnerships			
2021 Actions	2022 Actions	2023 Actions	Responsibility
<ul style="list-style-type: none"> • Identify and build new strategic partnerships • Deepen existing partnerships • Increased social media and awareness building initiatives (PR, collateral etc.) • Explore ways to leverage existing events (i.e. Nocturne, Craft NS) • Create a plan to engage past scholarship recipients in awareness and fundraising • Identify resources for marketing 	<ul style="list-style-type: none"> • Performance-related project with Neptune, Cecilia Concerts and others • Ongoing social media and awareness-building via annual marketing campaign • Engage scholarship recipients in awareness and fundraising • Community engagement with non-traditional (i.e. corporate) partners outside the arts sector • Explore moving to an alternative space with higher profile to help build awareness 	<ul style="list-style-type: none"> • Approach universities – engage in their special events (speaking, info sessions) to engage students • Annual marketing campaign • Engage scholarship recipients in awareness and fundraising 	<p><u>Responsibility</u> – ED & Development Committee</p> <p><u>Accountability</u> – ED</p> <p><u>Consulted</u> – NSTT & Foundation Boards</p>

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Strategic Priority 4: Core Service/Scholarship Development			
Goal: Bigger scholarships, more outreach in the long term			
2021 Actions	2022 Actions	2023 Actions	Responsibility
<ul style="list-style-type: none"> • Rebalance budget to support fundraising in the short term • Outreach to communities, schools. Restart school visits. • Regular updates with CCH (min. 2x/yr.) on progress on strategic plan and on adoption of EDI (Equity, Diversity & Inclusion) in encouraging and supporting applicants. 	<ul style="list-style-type: none"> • Explore mentorship opportunities: work with Writers Federation of NS (WFNS), Visual Arts NS (VANS) etc. • Direct the selection committee to give out fewer, higher value scholarships (to provide greater impact for deserving artists). Ensure policy reflects minimum of \$1,000 unless applicant applies for less • Outreach to communities, school visits 	<ul style="list-style-type: none"> • Significantly increase scholarship amounts (potentially triple) • Continue to explore how an EDI lens can be applied in encouraging and supporting applicants. • Mentorships with Neptune, Fountain School of Arts, Symphony • Outreach to communities, school visits, pilot programs 	<p><u>Responsibility</u> – Scholarship Coordinator, Dev. Committee & NSTT Board</p> <p><u>Accountability</u> – Scholarship Coordinator</p> <p><u>Consulted</u> – NSTT Board</p> <p><u>Informed</u> – Foundation Board</p>