

NOV 28 2011

Mr. William MacKenzie
Clerk of the House of Assembly

Dear Mr. MacKenzie:

I wish to table the 2010-11 Annual Report of the Newfoundland and Labrador Arts Council (NLAC). The report is being tabled in accordance with the *Transparency and Accountability Act*. You should note, however, that the report does not contain the audited financial statements of NLAC as required by the *Transparency and Accountability Act* as they are not yet finalized. Once they are finalized, the report, inclusive of the statements, will be forwarded to you for tabling.

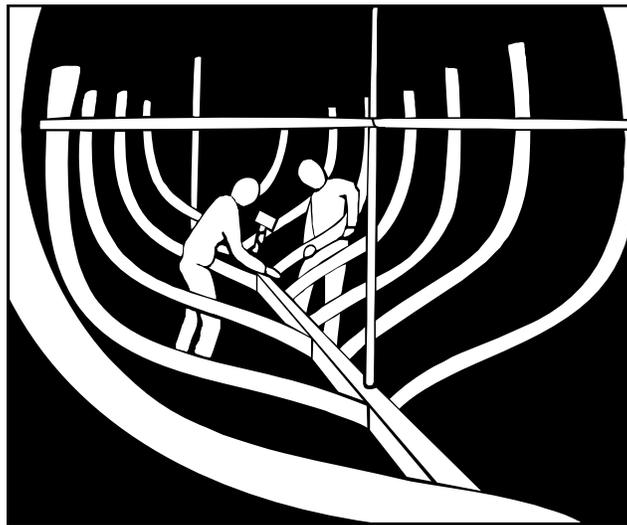
I trust this is satisfactory.

Sincerely,



DERRICK DALLEY, M.H.A.
The Isles of Notre Dame
Minister

NEWFOUNDLAND AND LABRADOR ARTS COUNCIL 2010-2011 ANNUAL REPORT



CONTENTS

MESSAGE FROM THE CHAIR	PAGE 2
THE NEWFOUNDLAND AND LABRADOR ARTS COUNCIL	PAGE 3
LINES OF BUSINESS	PAGE 6
HIGHLIGHTS AND ACCOMPLISHMENTS	PAGE 10
REPORT ON ACTIVITY PLAN	PAGE 11
OPPORTUNITIES AND CHALLENGES AHEAD	PAGE 25
AUDITED STATEMENTS	PAGE 27
APPENDIX A: GRANT RECIPIENTS	PAGE 36

MESSAGE FROM THE CHAIR

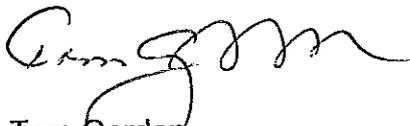
The Newfoundland and Labrador Arts Council is a non-profit Crown agency created in 1980 by The Arts Council Act. The Council is governed by a volunteer board of 13 appointed by government, reflecting regional representation of the province. This includes 10 professional artists who provide sectoral representation of the arts community, one community representative (with an interest in the arts); one business representative (with an interest in the arts); and one representative of the Department of Tourism, Culture and Recreation (non-voting). Council receives an annual grant from the Province to support a variety of granting programs, program delivery, office administration and communications. It also seeks support from the public and private sector. It supports the following artistic disciplines: dance, film, multidiscipline, music, theatre, visual art, and writing.

The Newfoundland and Labrador Arts Council's mandate is to foster and promote the creation and enjoyment of the arts for the benefit of all Newfoundlanders and Labradorians. The grants awarded to artists, arts organizations and schools in 2010-11, our continued relationship with public and private partners, and our commitment to work closely with the private sector and arts funders at the municipal, provincial and federal levels, all show that the Arts Council is fulfilling its mandate and following the strategic direction from the Minister of Tourism, Culture and Recreation.

An increase in artistic activity has created both an opportunity and a challenge for the Board and Management of the Arts Council. Council is very encouraged by the growth in artistic activity in the community and looks forward to continued collaboration with government and also to potential private sector investment in our efforts to provide support and growth in the cultural sector.

The Newfoundland and Labrador Arts Council is accountable for the preparation and the actual results reported in this annual report.

Sincerely,



Tom Gordon
Chair, Newfoundland and Labrador Arts Council

THE NEWFOUNDLAND AND LABRADOR ARTS COUNCIL

MANDATE

The Newfoundland and Labrador Arts Council is a not-for-profit organization created in 1980 through provincial legislation called The Arts Council Act. The Act states that the purpose of the Newfoundland and Labrador Arts Council is to foster and promote the creation and production of works in the arts in the province, the study and enjoyment of these works and to encourage public awareness of the arts.

The objects of the Council are to foster and promote the creation and production of works in the arts, the study and enjoyment of these works, and in particular, the Council shall

- a. Foster and promote through grants and otherwise the arts of the province and the arts of groups indigenous to the province;
- b. Help through grants and otherwise in the development of provincial amateur and professional artists and arts organizations; and
- c. Advise the Minister with respect to the development of arts and arts policy in the province.

VISION

The vision of the Newfoundland and Labrador Arts Council is of a province where Newfoundlanders and Labradorians are a creative, innovative and diverse people who fully participate in a healthy, vibrant arts and cultural community which is globally recognized for artistic excellence.

MISSION

The mission statement identifies the priority focus area of the Newfoundland and Labrador Arts Council over the past four years. It represents the key longer-term results that the NLAC worked towards as we moved forward on the strategic directions of government. The NLAC supported the creation and enjoyment of the arts through its programs. The NLAC reviewed and assessed programs to determine the greatest possible value and impact and how better to deliver programs.

Mission Statement

By 2011, the NLAC will have better supported the creation and enjoyment of the arts for the benefit of all Newfoundlanders and Labradorians.

Over the past four years the NLAC has improved support for artistic excellence through focused investments. Since 2007 Government has increased NLAC grant program funding from \$800,000 to \$1.65 million per year. New funding programs have been introduced and changes made to existing programs to better reflect changing needs. Partnerships have been developed with the private and public sector to better support

the creation and enjoyment of the arts for the benefit of all Newfoundlanders and Labradorians.

The measures and indicators which identify the achievement of the NLAC's mission are:

Measures: supported the creation and enjoyment of the arts

Indicators: **Increased support to professional artists and arts organizations**

- Over the past four years the NLAC has increased support to professional artists and arts organizations. Since 2007-08 Government has increased NLAC grant program funding from \$800,000 to \$1.65 million per year. New funding programs such as the Professional Festivals Program have been introduced and changes made to existing programs to better reflect changing needs.

Increased support to amateur artists and community arts organizations

- Over the past four years the NLAC has increased support to amateur artists and community arts organizations. In 2007-08 the Community Arts Program and the Labrador Cultural Travel Fund were introduced. Since then Government funding has provided for the NLAC to award \$600,000 in program grants to amateur artists and community arts organizations.

Increased support to arts education through the ArtsSmarts, Visiting Artist Program and School Touring Program

- Over the past four years the NLAC has increased support to arts education. Since 2007-08 Government funding increases have provided for the NLAC to increase grant funding from \$100,000 to \$310,000 per year. New funding programs such as the Visiting Artist Program and the School Touring Program were introduced and changes made to the ArtsSmarts program to better reflect changing needs.

Conducted annual reviews and assessments of programs

- Over the past four years the NLAC has conducted annual reviews and assessments of programs. Changes were made to the Professional Project Grant, Sustaining Program for Professional Arts Organizations, Professional Artists Travel Fund and ArtsSmarts Programs. New programs such as Professional Festivals, Community Arts, School Touring, Visiting Artists and Labrador Cultural Travel Fund were introduced. Changes to programs and introduction of new programs were made to reflect changing needs to better support the creation and enjoyment of the arts for the benefit of all Newfoundlanders and Labradorians.

GOVERNANCE

The Arts Council comprises 10 practicing artists representing all disciplines and all regions of the province, one community representative, one business representative and one representative from the Department of Tourism, Culture and Recreation. Council members serve on a volunteer basis for a three-year term. There are seven full-time staff employed by the Arts Council. Although a Crown agency, the Arts Council operates at arm's-length from the government.

ARTS COUNCIL MEMBERS

Carmelita McGrath	St. John's, Chair	Writing
Kim Wiseman	Gander, Co-Vice Chair	Music
Mary Walsh	St. John's, Co-Vice Chair	Theatre
Tom Gordon	St. John's	Music
Calla Lachance	St. John's	Dance
Randall Maggs	Corner Brook	Writing
Derek Norman	St. John's, Co-Vice Chair	Film
Barry Nichols	St. John's	Theatre
Lloyd Pretty	Stephenville	Visual Arts
Barbara Wood	Happy Valley-Goose Bay	Visual Arts
Eleanor Dawson	Director of Arts, Department of Tourism, Culture and Recreation	

ARTS COUNCIL STAFF (ST. JOHN'S OFFICE)

Reg Winsor	Executive Director
Ken Murphy	Program Manager
Katrina Rice	Program Officer
Janet McDonald	Communications Officer
Jacqueline Hynes	Program Assistant
Jennifer Cummings	Administrative Assistant

ARTS COUNCIL STAFF (LABRADOR OUTREACH OFFICE)

Donna Roberts	Labrador Cultural Outreach Officer
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CONTACT INFORMATION

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Labrador Office:

141 Hamilton River Road
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Happy Valley-Goose Bay, NL
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FINANCIAL INFORMATION

In 2010-11, the Newfoundland and Labrador Arts Council's total budget was approximately 2.4 million. (Audited Statements Page 27)

LINES OF BUSINESS

GRANT PROGRAMS

The NLAC operates nine granting programs. This year the Arts Council received 732 applications for funding. To ensure that its limited financial resources are used wisely and that decisions are made fairly and objectively, Council uses a **peer-assessment process** for reviewing artistic proposals. Applications are reviewed by a peer-assessment committee, whose members are experienced professionals with expertise in a given discipline. Effort is made to provide a balanced representation of discipline, gender, and region on the assessment committees. The actual make-up of a jury is determined after the closing date for applications. This enables the Arts Council to develop a qualified jury and to avoid potential conflicts of interest. The peer jury is a recommending committee only. The Arts Council Board ratifies the jury recommendations.

Arts Council assessment is normally based on the artistic merit of the work proposed. Several other criteria, such as originality, growth potential, permanence, access, ability and feasibility, are also used to assist peer assessment committees in making objective decisions. This is determined by a comparative review of all the other projects submitted. Other factors, such as the quality of the support material submitted, the impact of the project on the development of the artist and/or art form, and financial viability, are also considered.

The **Sustaining Program for Professional Arts Organizations** is available to professional arts organizations that further the arts of Newfoundland and Labrador. Grants support administration and project costs. This fund is maintained by the annual government allocation. The annual deadline is February 15, and grants are awarded on April 15. The Newfoundland and Labrador Arts Council awarded \$500,000 to 18 professional arts organizations for the 2010-11 fiscal year.

The **Professional Festivals Program** is available to professional festivals and not-for-profit organizations that operate festivals or series that run during a concentrated period of time. Applicants can apply for costs related to artist fees, technical costs, venue rental, administration costs, workshop sessions and travel expenses. This fund is maintained by the annual government allocation. The annual deadline is February 15, and grants are awarded on April 15. The Newfoundland and Labrador Arts Council awarded \$89,185 to 10 professional festivals for the 2010-11 fiscal year.

The **Professional Project Grants Program** is available to professional artists, groups and not-for-profit arts organizations. Grants support projects related to creation, production, operating and travel costs. This fund is maintained by the annual government allocation. There are two deadlines annually: March 15 and September 15. Grants are awarded on May 15 and November 15. The Newfoundland and Labrador Arts Council awarded \$526,455 in grants to 154 artists and arts organizations through the Project Grants Program for the 2010-11 fiscal year.

The **Community Arts Program** is available to community-based arts organizations and groups. The program funds projects related to arts workshops, presentations, productions, new creation, adjudicator fees and travel costs. This fund is maintained by the annual government allocation. The annual deadline is September 30, and grants up to a maximum of \$5,000 are awarded. The Newfoundland and Labrador Arts Council awarded \$75,000 in grants to 21 community-based arts organizations and groups for the 2010-11 fiscal year.

The **Professional Artists' Travel Fund** is available to professional artists taking part in unexpected activities that will enhance their careers. Such activities could include the presentation, development or celebration of the artist's work. This fund is maintained by the annual government allocation. The Newfoundland and Labrador Arts Council awarded \$31,746 in grants to 36 artists for the 2010-11 fiscal year.

The **Labrador Cultural Travel Fund** provides travel assistance to residents of Labrador to participate in arts and heritage activities on the island portion of the province and for Labrador organizations to bring in resource people from the island for seminars, workshops or similar events. This fund is maintained by the annual government allocation. The NLAC awarded 43 grants totalling \$86,876 for the 2010-11 fiscal year.

The **School Touring Program** is available to professional artists, groups, and not-for-profit arts organizations to support significant touring productions to schools throughout the province. The program covers touring costs only (i.e. travel, accommodation, per diems, artist and technician fees, tour administration, royalties, and limited rehearsal). This program is funded by the NL Government's Cultural Connections Strategy and is administered by the Newfoundland and Labrador Arts Council. The Newfoundland and Labrador Arts Council awarded \$110,000 to 10 artists and arts organizations for the 2010-11 fiscal year.

ArtsSmarts is available to schools or school boards in the provincial K-12 system. Projects must incorporate artistic disciplines served by the NLAC. The ArtsSmarts mission is to afford schools and their communities a chance to enhance artistic activities linked to educational outcomes. ArtsSmarts NL is supported by the NL Government's Cultural Connections Strategy, and the Newfoundland and Labrador Arts Council. The NLAC awarded \$144,500 in grants to 36 schools in Newfoundland and Labrador for the 2010-11 fiscal year.

The **Visiting Artist Program** is available to schools to bring artists, groups of artists, or arts organizations into the school to provide students with direct personal contact with practicing professional artists. The program covers artist fees, materials, and travel costs. This program is supported by the NL Government's Cultural Connections Strategy, the Newfoundland and Labrador Teacher's Association, and the Newfoundland and Labrador Arts Council. The NLAC awarded \$57,272 in grants to 99 schools in Newfoundland and Labrador for the 2010-11 fiscal year.

AWARDS

The Newfoundland and Labrador Arts Council produces the **Arts Awards show** annually. The show is designed to honour the accomplishments of Newfoundland and Labrador artists. In 1983 the first awards were presented during a live telecast on the CBC regional network. Since then the NLAC has produced 25 successful ceremonies that have honoured many prominent artists. This production publicizes the outstanding achievements of artists who define who we are and what we're about. The Newfoundland and Labrador Arts Council presented its 25th annual Arts Awards Show and Gala evening at the Lawrence O'Brien Arts Centre in Happy Valley-Goose Bay, Labrador on May 1, 2010. This year's winners were:

Artist of the Year	Duo Concertante
Emerging Artist of the Year	Chad Pelley
Arts Achievement	Des Walsh
Patron of the Arts	Wallace Hammond
Arts in Education	Manfred Buchheit
Hall of Honour Inductees	The Flummies
	Helen Fogwill Porter

The **Winterset Award** was established in 2000 to honour the memory of Sandra Fraser Gwyn, award-winning social historian and ardent advocate and promoter of Newfoundland and Labrador culture. It was designed to encourage and promote excellence in all genres of writing. Published literary works, written either by a native-born Newfoundlander and Labradorian or a resident of the province, are eligible for consideration for the award. One prize of \$10,000 is awarded to the winner and two prizes of \$2,000 to the other two finalists. The award is sponsored by the Sandra Fraser Gwyn Foundation, BMO Financial Group and the Newfoundland and Labrador Arts Council.

Three finalists for the 2010 BMO Winterset Award were chosen from among 37 submissions, and they were announced at a public reception on March 23, 2011. The three finalists were:

Samuel Thomas Martin	<i>This Ramshackle Tabernacle</i>
Craig Francis Power	<i>Blood Relatives</i>
Russell Wangersky	<i>The Glass Harmonica</i>

The winner was announced on March 24, 2011, at Government House by the Honourable John Crosbie, Lieutenant-Governor of Newfoundland and Labrador, and Honourary Patron of the Winterset Award. The winner of the award for 2010 was Russell Wangersky for *The Glass Harmonica*.

The Lawrence Jackson Writers' Award was established to commemorate the memory of Lawrence Jackson, writer and former Arts Council member. It was designed to encourage and promote original creative thought in all genres of writing. There is one \$500 award annually that is open to all applicants to the Arts Council Project Grant Program in the writing category. This award is sponsored by the Lawrence and Laura Jackson Trust Fund and administered by the Newfoundland and Labrador Arts Council. The winner of the Lawrence Jackson Writers' Award for 2010 was **Sara Tilley**. The award was presented during the regular monthly meeting of the Hunter Library Book Club at the AC Hunter Library on May 4, 2011.

The Rhonda Payne Theatre Award was established to annually commemorate the memory of Rhonda Payne. It is designed to assist women theatre artists in this province who are struggling to achieve their goals as actors or writers. There is one \$500 award annually that is open to all applicants to the Arts Council Project Grant Program in the theatre category. This award is sponsored by Rhonda's father, Rod Payne, royalties from performances of Rhonda's works, and the Rhonda Payne Memorial Fund. It is administered by the Newfoundland and Labrador Arts Council. The winner of the Rhonda Payne Theatre Award for 2010 was **Wendi Smallwood**. The award was presented during the Women's Work Festival at the Eastern Edge Gallery on March 8, 2011.

DIGITAL RESOURCE CENTRE

As part of the Newfoundland and Labrador Arts Council's commitment to develop and advance the cultural industries within the province, the Arts Council provides a digital resource centre for the use of artists. The centre is located at the Newfoundland and Labrador Arts Council's St. John's office. The digital resource centre provides:

- e-mail access to artists
- a resource computer
- high-speed internet access
- a broad selection of software
- a staff person to offer assistance

CULTURAL ASSISTANCE PLAN FOR EMERGENCIES

This fund was established to assist a practicing cultural worker who may be experiencing financial need arising from an emergency. The Newfoundland and Labrador Arts Council is responsible for administering this fund.

FURTHER ROLES

The Newfoundland and Labrador Arts Council also provides information and resources to the arts community in the areas of technology, government arts policy and funding

programs. The Arts Council also acts as an advisory organization for the provincial government and in an advisory role in the promotion of cultural industries within the province. The Arts Council acts as a liaison with other provincial arts councils, the Canada Council and other arts-funding bodies.

HIGHLIGHTS AND ACCOMPLISHMENTS

During the 2010-2011 fiscal year the Newfoundland and Labrador Arts Council:

- awarded \$1,623,034 in grants to NL artists, arts organizations and schools
- awarded \$86,876 in grants to Labrador artists, arts organizations and schools through the Labrador Cultural Travel Fund
- partnered with the Department of Education and the Department of Tourism, Culture and Recreation through Cultural Connections to further strengthen the Arts in Education Programs and awarded \$311,772 in Arts in Education grants
- embarked on a public consultation process. With the assistance of an external consultant, we analyzed 241 surveys, held 13 community forums attended by 168 participants and carried out in-depth interviews with 53 people
- held the 25th annual arts awards show in Happy Valley-Goose Bay
- held the inaugural Newfoundland and Labrador Culture Days Event in September 2010
- hosted the Canadian Public Arts Funders annual general meeting in November 2010
- partnered with BMO Financial to increase the cash value of the Winterset awards
- partnered with other funding bodies to hold joint funding information sessions
- highlighted 24 feature projects on the Newfoundland and Labrador Arts Council website
- conducted an annual review and assessment of NLAC programs and peer assessment process
- participated in the creation of a Business and Arts Steering Committee
- created a Newfoundland and Labrador Culture Days Task Force

All of the highlights and accomplishments outlined in this section support Government's strategic direction that the Province's vibrant artistic community is recognized for its

cultural and economic contributions, and offers stable working conditions to professionals through public and private sector support. In addition, bullets two and three support Government's strategic direction that Newfoundland and Labrador's distinctive tangible and intangible cultural heritage is preserved, protected and strengthened.

REPORT ON ACTIVITY PLAN

PROGRESS ON 2010 - 2011 GOALS, MEASURES AND INDICATORS

Issue 1: Artistic Excellence

The primary function of the Newfoundland and Labrador Arts Council is to develop and administer granting programs for artists and arts organizations. Over the last 25 years, tremendous changes have occurred in the arts community with emerging art forms, technology and new media. Many artists are expressing interest in export opportunities. Emerging artists require mentorship and access to financial support. For artists and arts organizations alike, the needs are great, calling for increased funding and focused investments coordinated with a diverse partnership base. This goal and the achievement of its 2010-11 objectives address the strategic direction of government for support and recognition of professional artists and their endeavours, as well as developing sustainable creative enterprises and cultural industries.

Goal 1: By 2011, the NLAC will have improved support for artistic excellence through focused investments

Objective: By March 2011, the NLAC will have maximized available resources and placed additional focus on professional development.

Measure: Maximized available resources and placed additional focus on professional development.

Indicator Reporting: Objective 2011

Planned for 2010-2011	Actual for 2010-2011
<p>Continued partnership with the Department of Education's Cultural Connections Strategy and with the Newfoundland and Labrador Teacher's Association to fund Arts in Education programs.</p>	<p>In partnership with the NL Government's Cultural Connections Strategy, the NLAC operates the ArtsSmarts program. Artsmarts is operated and administered through the NLAC. Council provides staff, administrative support, program delivery and an artist mentorship program. Direct funding for the projects comes from the Department of Education and the schools or school districts.</p> <p>The NLAC awarded \$145,500 in ArtsSmarts grants to 36 schools in Newfoundland and Labrador for the 2010-11 school year.</p> <p>The School Touring Program is operated by the NLAC and funded by NL Government's Cultural Connection Strategy. It provides students with direct access to high quality artistic experiences by funding professional artists and arts organizations to tour productions to schools and conduct hands-on, creative workshops with students.</p> <p>The NLAC awarded \$110,000 in School Touring Program grants to 10 artists and arts organizations for the 2010-11 school year.</p> <p>The Visiting Artist Program is available to schools to bring artists, groups of artists, or arts organizations into the school to provide students with direct personal contact with practicing professional artists. This program is supported by the NL Government's Cultural Connections Strategy, the Newfoundland and Labrador Teacher's Association, and the Newfoundland and Labrador Arts Council.</p> <p>The NLAC awarded \$57,272 in grants to 99 schools in Newfoundland and Labrador for the 2010-11 fiscal year.</p>

<p>Partnered with the Cultural Connections Advisory Board to hold arts and art in education professional development workshops for artists and teachers in six locations in Newfoundland and Labrador.</p>	<p>During 2010-11 partnered with the Cultural Connections Advisory Board to hold arts and art education professional development workshops for artists and teachers in six locations in Newfoundland and Labrador. Workshops were held in Cow Head, Lewisporte, North West River, Trinity, St. John's and Cape St. George.</p>
<p>Partnered with the Cultural Connections Advisory Board to develop a plan to promote all of the components of the Cultural Connections Strategy.</p>	<p>During 2010-11 partnered with the Cultural Connections advisory to develop a communications/marketing plan to promote all components of the Cultural Connections strategy. This plan will serve to communicate to the arts and educational communities the key goals of the Cultural Connections strategy. The plan identifies timelines and personnel responsibilities. It outlines how best to disseminate Cultural Connections information to artists and schools and encourages artists and teachers to take advantage of the opportunities that exist.</p>
<p>Partnered with the Cultural Connections Advisory Board to ensure Cultural Connections initiatives are inclusive and comprehensive.</p>	<p>During 2010-11 partnered with the Cultural Connections Advisory Board to produce a draft Cultural Connections Communications Plan. The purpose of this plan was to ensure Cultural Connections initiatives were inclusive and comprehensive. A key message of the plan identified the need for the strategy to be accessible to all K-12 educators and professional artists and arts organizations throughout the province. The plan outlined actions such as the creation and dissemination of brochures, interactive websites that make information more readily accessible, easier application forms that can be completed on-line, regular communications with stakeholders and the use of media to promote awareness of the Cultural Connections strategy.</p>

Discussion of Results: The NLAC maximized available resources and placed additional focus on professional development during the 2010-11 fiscal year. Through the partnership with the Cultural Connections Advisory Board we provided professional development opportunities for artists and teachers, increased awareness of Cultural Connections initiatives, increased the presence of cultural content in the school curriculum and fostered links between the arts and school communities. Therefore, the NLAC feels confident that it has fulfilled its objective for 2010-11.

Indicator Reporting 2008-2011

Planned for 2008-2011	Actual for 2008- 2011
<p>Intensified efforts to increase the NLAC’s core funding to meet the needs of artists and arts organizations.</p>	<p>Over the past three years the NLAC has improved support for artistic excellence through focused investments. Since 2008 Government funding to the NLAC has increased program grants from \$1.2 million to \$1.65 million per year.</p> <p>Extensive consultations with artists, arts organizations, community representatives and others provided feedback to develop the goals outlined in our activity plans.</p> <p>Most importantly, the NLAC enjoys the tremendous talent and energy of arts champions within government. Regular communications with senior staff through meetings and art advisory groups provided the opportunity to discuss and identify issues, weaknesses and funding gaps.</p> <p>Quarterly meetings with the Minister of Tourism, Culture and Recreation provided the NLAC Executive an opportunity to advise the Minister with respect to the development of arts and arts policy in the province.</p>
<p>Reviewed and revised current funding programs to ensure a more comprehensive approach to meeting the needs of the arts community.</p>	<p>New funding programs have been introduced and changes made to existing programs to better reflect changing needs.</p>

<p>Placed additional focus on professional development, both through collaboration with other organizations and through direct delivery.</p>	<p>Through the partnership with the Cultural Connections Advisory Board we provided professional development opportunities for artists and teachers, increased awareness of Cultural Connections initiatives, increased the presence of cultural content in the school curriculum and fostered links between the arts and school communities.</p> <p>Through the partnership with the Cultural Connections an annual Arts Work conference has been held since 2008. This provided professional learning sessions for artists, teachers, and tradition bearers.</p> <p>The NLAC's Community Arts Program, introduced in 2008, provided the opportunity for community/amateur artists to work with professional artists.</p>
<p>Revised guidelines to maintain the principle and strengthen the process of peer assessment.</p>	<p>Program and Peer Assessment Guidelines have been reviewed and revised over the past three years to strengthen the process.</p>
<p>Worked with other agencies to coordinate and maximize available resources.</p>	<p>Partnerships have been developed with the private and public sector to better support the creation and enjoyment of the arts for the benefit of all Newfoundlanders and Labradorians. Examples include partnerships with:</p> <ul style="list-style-type: none"> - the NL Government's Cultural Connections Strategy to increase Arts in Education Program funding; - BMO Financial Group to increase the value of the Winterset award prize and the honourariums presented to the professional writing jury members; - the Department of Tourism, Culture and Recreation to assist in the creation of a Business and the Arts Steering Committee.

Issue 2: Effective Leader and Advocate

Currently within the province’s arts community, an increased research capacity is required to better monitor the growth and development of the arts. Enhancement of resources for information and communications would further Council’s ability to advocate effectively for increased arts investment and a more responsive arts policy. Our stakeholders expect us to encourage collaboration among arts organizations, provide leadership on issues facing artists, and raise the visibility of the arts in public policy development. This goal and the achievement of its 2010-11 objectives address the strategic direction of government for support and recognition of professional artists and their endeavours.

Goal 2: By 2011, the NLAC will have been an effective leader and advocate in fostering and promoting the arts in Newfoundland and Labrador.

Objective: By March 2011, the NLAC will have developed research capacity so that the NLAC is a credible and authoritative voice for arts policy development.

Measure: Developed research capacity so that the NLAC is a credible and authoritative voice for arts policy development.

Indicator Reporting: Objective 2011

Planned for 2010-2011	Actual for 2010-2011
Created a Newfoundland and Labrador Task Force to launch Culture Days, an event that brings creators and the public closer together.	During 2010-11 the NLAC in partnership with the Association of Cultural Industries created a Newfoundland and Labrador Culture Days Task Force.
Held the inaugural Newfoundland and Labrador Culture Days event, a free event designed to invite the public to celebrate and explore arts and culture in Newfoundland and Labrador.	From September 28-30, 2010 the inaugural Newfoundland and Labrador Culture Days event was held. This event was free to the public and 98 events registered for Culture Days.
Hosted a meeting on “Building Support for the Arts” in November 2010 to identify potential collaborations among Canadian Public Arts Funders.	From November 16 -18, 2010 the NLAC hosted the Canadian Public Arts Funders AGM in St. John’s. The theme for this meeting was “Building Support for the Arts”. Over 40 Executive Directors, Senior staff and Chairpersons attended the AGM. The meeting provided CPAF members with the opportunity to discuss major environmental factors affecting the arts.

Partnered with the public and private sector to establish an Arts and Private Sector Committee to research potential private sector investment.	During 2010-11 the NLAC in partnership with the Department of Tourism, Culture and Recreation established a Business and Arts Working Committee to research potential private sector investment.
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Discussion of Results: During 2010-11, the NLAC developed research capacity so that the NLAC is a credible and authoritative voice for arts policy development. This capacity is demonstrated as follows:

The creation of NL Culture Days Task Force brought together a volunteer group of individuals from a variety of backgrounds including arts, cultural programming, tourism, heritage, municipal cultural planning and public engagement - some skills not readily available within the NLAC. The goal of this task force was to develop awareness of the national Culture Days initiative in NL - a collaborative pan-Canadian volunteer movement to raise awareness, accessibility, participation and engagement of all Canadians in the arts and cultural life of their communities.

The Business and Arts Working Committee brought together representatives from both the arts and business sector to encourage greater dialogue and cooperation between public and private sector participants in arts funding. Key findings from the initiative included the reason why businesses decide to invest in an arts project and the benefits that they derive from the partnership and investment. This information will assist artists and arts organizations in developing funding proposals.

The NLAC is a member of the Canadian Public Arts Funders. CPAF aims to foster and support the arts in Canada through cooperation and collaboration of the federal, provincial and territorial art councils and equivalent arts funders by increasing networking and partnership opportunities, sharing information and best practices, and commissioning research. Over the past year CPAF has commissioned reports on Equity within the Arts Sector and Digital Transitions and the Impact of New Technologies on the and Arts.

Therefore, the NLAC feels confident that it has fulfilled its objective.

Indicator Reporting 2008-2011

Planned for 2008-2011	Actual for 2008- 2011
<p>Promoted the role of the Newfoundland and Labrador Arts Council and created opportunities for artists to network and access information.</p>	<p>The NLAC has:</p> <ul style="list-style-type: none"> • implemented key priority strategies of a communications and advocacy plan • increased accessibility to NLAC forms and increased information about NLAC programs • increased activities and information sessions for artists and arts organizations. • partnered with other arts councils and organizations to raise awareness and to build support for the arts.
<p>Implemented an advocacy plan to promote the vital role of the arts in our society.</p>	<p>During 2009-10, created and implemented an advocacy plan that identified key priority strategies to raise awareness of the vital role of arts in society.</p>
<p>Developed research capacity so that the Newfoundland and Labrador Arts Council is a credible and authoritative voice for arts policy development.</p>	<p>Key Endeavours implemented to develop research capacity included:</p> <ul style="list-style-type: none"> • The creation of the NL Culture Days Task Force brought together individuals from the arts, cultural programming, tourism, heritage, municipal cultural planning and public engagement which increased skills not readily available within the NLAC. • The Business and Arts Working Committee brought together representatives from both the arts and business sector to encourage greater dialogue and cooperation between public and private sector participants in arts funding. • As a member of the Canadian Public Arts Funders (CPAF), capacity of the NLAC was enhanced to foster and support the arts through cooperation and collaboration of the federal, provincial and territorial art councils and equivalent arts funders by increasing networking and partnership opportunities, sharing information and best practices, and commissioning research.

Issue 3: Public Awareness

Artists and other stakeholders believe that Council must play a stronger role in increasing public and community awareness of and participation in the arts. This reflects the important role the arts play in building vibrant communities and enhancing quality of life. The arts offer opportunities to deepen our appreciation of our diversity and heritages. Children and adults who are exposed to arts education broaden their understanding of the world and strengthen their capacity for creativity and innovation. This goal and the achievement of its 2010-11 objectives address the strategic direction of government for support and recognition of professional artists and their endeavours, as well as preserving, protecting and strengthening Newfoundland and Labrador's distinctive tangible cultural heritage.

Goal 3: By 2011, the NLAC will have supported public awareness and participation, community involvement, and education in the arts.

Objective: By March 31, 2011 the NLAC will have taken a lead role in promoting the arts to build audiences and broad-based participation, and to reflect cultural and artistic diversity.

Measure: Taken a lead role in promoting the arts to build audiences and broad-based participation, and to reflect cultural and artistic diversity.

Indicator Reporting: Objective 2011

Planned for 2010-2011	Actual for 2010-2011
Held the 25 th annual arts awards show and gala in Happy Valley-Goose Bay, Labrador;	The NLAC held the 25 th annual Arts Awards Show and gala evening at the Lawrence O'Brien Arts Centre in Happy Valley-Goose Bay on May 1, 2010. This was the first time that the awards show was held in Labrador. A majority of the production team hired for the show were from Labrador.
Held the inaugural Newfoundland and Labrador Culture Days event;	The NLAC held the inaugural Newfoundland and Labrador Culture Days event from September 28-30, 2010.
Produced a 30 year anniversary DVD highlighting the accomplishments of Newfoundland and Labrador artists and arts organizations;	The NLAC did not produce a 30 year anniversary DVD during the 2010-11 fiscal year. Instead the NLAC focused on increasing website content and communications to highlight the accomplishments of Newfoundland and Labrador artists and arts organizations.

Hosted the Canadian Public Arts Funders annual general meeting in St. John's.	The NLAC hosted the Canadian Public Arts Funders annual general meeting in St. John's from November 16-18, 2010.
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Discussion of Results: The NLAC did not produce a 30 year anniversary DVD during 2010-11. Instead, a decision was made for the NLAC to focus on increasing website content and communications to highlight the accomplishments of Newfoundland and Labrador artists and arts organizations. It was deemed that this approach would raise more awareness than the proposed DVD. The NLAC took a lead role in promoting the arts to build audiences and broad-based participation, and to reflect cultural and artistic diversity. Holding the NLAC Arts Awards in Labrador for the first time, the inaugural Culture Days event and hosting the Canadian Public Arts Funders annual general meeting are all examples of this. Therefore, the NLAC feels confident that it has fulfilled its objective.

Indicator Reporting 2008-2011

Planned for 2008-2011	Actual for 2008- 2011
Strengthened linkages among amateur artists and groups, community groups and professional artists to strength artistic practice and participation throughout the province.	Strengthened linkages with the introduction of a Community Arts program in 2008. To date this program has provided \$300,000 in funding to community based not-for-profit organizations to assist in funding projects related to arts workshops or presentations. For example, the Central Newfoundland Visual Arts Society, a group of amateur artists, availed of the fund to bring professional artist Gerry Squires to Grand Falls-Windsor to conduct a workshop in charcoal portraiture - a benefit to the professional artist, the local artists and the community. Events such as Culture Days and the annual Arts Awards also served to raise public awareness and participation in the arts.

<p>Strengthened and broadened the role of the professional artist in formal education and lifelong learning.</p>	<p>The continuation of the Arts in Education programs and the expansion of the Artist mentorship program have strengthened and broadened the role of the professional artists in formal education and lifelong learning.</p> <p>These programs supported artists who brought their artistic practice into schools. Artists worked with teachers and students on arts integration projects, presented workshops to students, or offer performances or presentations of completed work to schools. School administration, classroom teachers, students and artists had a clear voice in the project planning and implementation. Parents, school children and teachers felt enormous pride in the creativity and product that is produced and the relationship built with the professional artist. Professional artists sharing talents in the classroom was a rewarding experience for everyone involved.</p>
<p>Took a lead role in promoting the arts to build audiences and broad-based participation, and to reflect cultural and artistic diversity.</p>	<p>During 2010-11 the NLAC took a lead role in promoting the arts to build audiences and broad-based participation, and to reflect cultural and artistic diversity. Holding the NLAC Arts Awards in Labrador for the first time, the inaugural Culture Days event and hosting the Canadian Public Arts Funders annual general meeting are all examples of this.</p>

Issue 4: Stewardship and Accountability

Public funds have been entrusted to the Newfoundland and Labrador Arts Council to support grant programs and operations. As steward for these funds, Council intends to strive for the highest standards of transparency and accountability. The intent of this strategic goal is to ensure that effective, efficient and responsive governance and operational processes are in place and are visible. This goal and the achievement of its 2009-10 objectives address the strategic direction of government for support and recognition of professional artists and their endeavours, as well as developing sustainable creative enterprises and cultural industries.

Goal 4: By 2011, the NLAC will have ensured a high standard of stewardship, accountability and transparency in all Newfoundland and Labrador Arts Council operations.

Objective: By March 31, 2011 the NLAC will have implemented the Board approved recommendations from the public consultations.

Measure: Implemented the Board approved recommendations from the public consultations.

Indicator Reporting: Objective 2011

Planned for 2010-2011	Actual for 2010 -2011
Implemented a governance and operational strategy based on public consultation feedback.	During 2010-11 the NLAC implemented a governance and operational strategy based on public consultation feedback.
Developed a 2011-2014 activity plan based on public consultation feedback.	In March 2011 the 2011-2014 Activity plan was developed based on public consultation feedback.
Implemented core funding program and peer assessment process changes based on public consultation feedback.	During 2010-11 the NLAC implemented core funding program and peer assessment process changes based on public consultation feedback.
Implemented an advocacy and communications strategy based on public consultation feedback.	During 2010-11 the NLAC implemented an advocacy and communications strategy based on public consultation feedback.

Discussion of Results: The NLAC conducted an extensive consultation with artists, representatives of artist organizations, community representatives and others in 2010-11. This consultation process provided a rich body of information and feedback for Council in the development of a new three year activity plan and in implementing governance, operational and communications plans. Therefore, the NLAC feels confident that it has fulfilled its objective.

Indicator Reporting 2008-2011

Planned for 2008-2011	Actual for 2008- 2011
<p>Conducted an annual review and assessment of NLAC programs to ensure human and financial resources provide the greatest possible value and impact.</p>	<p>Annual reviews were completed for all programs and operations which have strengthened the processes in place to ensure program effectiveness and to ensure that we are meeting the needs of the community.</p>
<p>Ensured program information and processes are open, accessible and easily understood.</p>	<p>Annual reviews of programs and operations have strengthened the processes in place to ensure program information and processes are open, accessible and easily understood.</p>
<p>Consulted with key stakeholders as a basis for determining governance and operational strategy.</p>	<p>The NLAC conducted an extensive consultation with artists, representatives of artist organizations, community representatives and others in 2010-11. This consultation process provided a rich body of information and feedback for Council in the development of a new three year activity plan and in implementing governance, operational and communications plans.</p>
<p>Ensured an effective and efficient governance model is in place to support program delivery.</p>	<p>Conducting public consultations and meeting with key stakeholders on a regular basis provided valuable feedback that was used to ensure that an effective and efficient governance model is in place to support program delivery.</p> <p>The Arts Council Act was amended to ensure more effective and efficient operations and to encourage broader community representation on Council.</p>

OPPORTUNITIES AND CHALLENGES AHEAD

The past year has brought both positive developments and challenges for the Arts Council and for the arts community of Newfoundland and Labrador. On the positive side, the Arts Council continued to work towards the goals and objectives outlined in our Strategic Framework for the Arts. This year improvements were made to existing programs and the peer assessment process that better served our artists and arts organizations in Newfoundland and Labrador. Funds were secured through the NL Government's Cultural Connection Strategy for the Arts and Education programs that the NLAC administers.

The NLAC conducted an extensive consultation with artists, representatives of artist organizations, community representatives and others in 2010-11. With the assistance of an external consultant, we analyzed 241 surveys, held 13 community forums attended by 168 participants and carried out in-depth interviews with 53 people. This consultation process provided a rich body of information and feedback for Council in the development of a new three year activity plan and in implementing governance, operational and communications plans.

The NLAC fosters and promotes the creation and enjoyment of the arts for the benefit of all Newfoundlanders and Labradorians. Through its grants to arts organizations, NLAC contributes to the stability of cultural infrastructures by assisting with day-to-day operations, program implementation, the ability to leverage other funding, and helps organizations become more business-like, professional and accountable.

NLAC funding also contributes to the creation of new work, which has the potential to lead to increased job growth and earned incomes for professional artists. Travel grants provide professional development opportunities and increased capacity for market access and exposure of work, while various artists in the schools program deliver valuable exposure to art for youth.

Together, these various avenues of support contribute to the growth of cultural activity within the sector. The sector has responded positively to increased government support over the last several years, with the result that artistic activity in all disciplines is flourishing. With this growth comes the challenge of meeting increased success and subsequent need for support to the cultural sector. To that end, NLAC welcomes the 2011-12 budget increase and the opportunity to continue to work closely with government to grow and foster artistic activity and professionalism and realize the goals and objectives of the Cultural Plan – Creative Newfoundland and Labrador.

The principal challenge for the Arts Council continues to be the ability to meet the requests for funding from the province's artists and arts organizations. This year we were able to award \$1,623,034 in grants to artists, arts organizations and schools. This amount was sufficient to fund 45 percent of eligible applicants and the average project grant is

\$3,200. The NLAC will continue to work with the Department of Tourism, Culture and Recreation to address the growing need and level of activity in the cultural sector.

Outreach to the community has meant increased activity and applications. This has created a “good problem” and we will continue to work with government to address council’s capacity to provide support to artists and for the benefit of everyone in the province. It’s well known that societies that value the arts tend to be innovative, creative, and prosperous.

Continued discussion on potential adoption of a Newfoundland and Labrador Artists’ Code will support and value the work of our artists in all disciplines. A challenge continues to be the high number of artists looking for work in fields related to the arts. Within Canada, and our province, a minority of artists are capable of making a living exclusively from their art. They are frustrated by the current economic situation that has resulted in fewer sales and which has placed greater stress on their ability to make a living solely through the arts.

The importance of artists being paid adequately for their work, income averaging, pension and insurance plans are issues for future consideration. In tandem with this, we need to foster greater public awareness of the value of the arts and of artists in our province. There is both opportunity and challenge to increase dialogue between the Business and the Arts to encourage partnerships and investment for the benefit of both.

Available and affordable space for creation, readings, rehearsals, workshops and presentations continues to be a challenge for the arts community. The number of venues and venue availability makes it difficult for both emerging and established artists to develop and present their work. For the arts to continue to remain vital, infrastructure needs, particularly with regard to space, need to be explored.

As well as artists, arts organizations and institutions desperately need funding support to be able to nurture emerging and established artists. The resources available to arts organizations, both human and infrastructure, is making it increasingly difficult to help artists in the development of their careers or to support new creative initiatives.

Audience development continues to be an issue for the performing arts. Although Newfoundland and Labrador has rich cultural traditions which are well-supported and attended by local audiences, it is difficult for artists to develop local audiences for avant-garde, challenging, provocative, or non-traditional work. Artists need to be consulted and supported on this issue. Support needs to be continued to allow them to bring their work to national and international audiences.

Mentorship and networking are issues faced by artists living in rural and isolated communities. Mentorship opportunities are a way of overcoming the obstacles of isolation and the lack of institutional capacity. Networking enables them to seek out opportunities for presentation and collaboration. There needs to be recognition of and support for

professional development at each stage in an artist's career -- from mentorship opportunities for new artists to opportunities for mid-career and senior artists to renew, extend and share their work.

In the coming year, the NLAC will focus on developing an approach to positive advocacy on a provincial and national level and continue to build awareness and support for the value of the arts in society. We will continue to work with artists, arts organizations, community groups and government to address these issues.