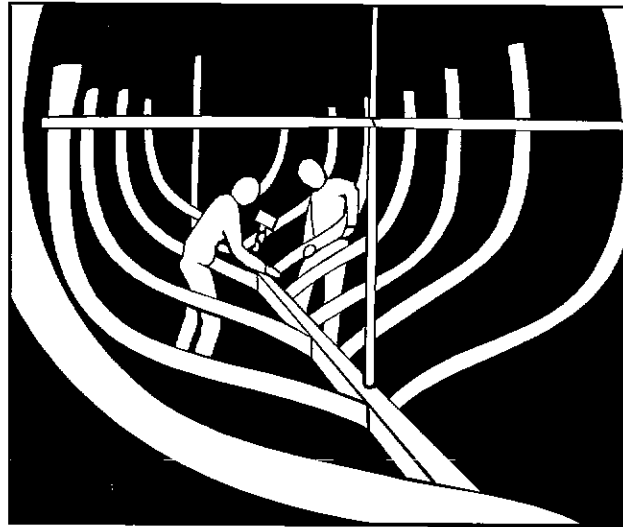


NEWFOUNDLAND AND
LABRADOR ARTS COUNCIL
ACTIVITY PLAN
2011-2014



CHAIRPERSON'S MESSAGE

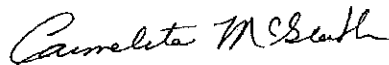
In accordance with the Transparency and Accountability Act requirements for category 3 government entities, I am pleased to present the activity plan for the Newfoundland and Labrador Arts Council for 2011 to 2014.

To ensure the activity plan reflects the views and concerns of our stakeholders, Council conducted an extensive consultation with artists, representatives of artist organizations, community representatives and others. With the assistance of an external consultant, we analyzed 241 surveys, held community forums attended by 168 participants and carried out in-depth interviews with 53 people.

The consultation process provided a rich body of information and feedback for Council in the development of our activity plan under the Transparency and Accountability Act and will also serve as a vehicle to provide status reports and an annual report to the Minister of Tourism, Culture and Recreation and to our stakeholders.

These priorities support the strategic direction articulated by the Minister of Tourism, Culture and Recreation in the area of Strengthen Cultural Sector Partnership and Support. As the Chair of the Newfoundland and Labrador Arts Council, I have reviewed this activity plan and am satisfied that it truly reflects the strategic directions of the government. I accept accountability, on behalf of the board, for the preparation of the plan and the achievement of the specific goals and objectives as contained in this plan.

Sincerely,



Carmelita McGrath
Chair
Newfoundland and Labrador Arts Council

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1.0 OVERVIEW

The Newfoundland and Labrador Arts Council is a non profit Crown agency created in 1980 by the *Arts Council Act*. Its mission is to foster and promote the creation and enjoyment of the arts for the benefit of all Newfoundlanders and Labradorians. 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. 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
Randall Maggs	Corner Brook, Co-Vice Chair	Writing
Tom Gordon	St. John's, Co-Vice Chair	Music
Calla Lachance	St. John's	Dance
Barry Nichols	St. John's	Theatre
Derek Norman	St. John's	Film
Kim Wiseman	Gander	Music
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
Jennifer Cummings	Administrative Assistant

Arts Council Staff (Labrador Outreach Office)

Donna Roberts	Labrador Cultural Outreach Officer
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Financial Information(2011-2012)

In 2011-12, the Newfoundland and Labrador Arts Council's total budget is approximately 2.5 million.

2.0 MANDATE

The Newfoundland and Labrador Arts Council is a non-profit Crown agency created in 1980 by *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.

3.0 LINES OF BUSINESS

The primary function of the Newfoundland and Labrador Arts Council is to develop and administer grant programs for artists and arts organizations. Currently the NLAC operates nine funding programs:

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.

The **Sustaining Program for Professional Arts Organizations** is available to professional not-for-profit arts organizations that further the arts of Newfoundland and Labrador. Grants support administration and project costs and provide a guaranteed minimum grant for a three-year period.

The **Professional Festivals Program** is available to professional not-for-profit arts festivals or series that exclusively 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.

The **Community Arts Program** is available to community based not-for-profit arts

organizations and groups. The program funds projects related to arts workshops, presentations, productions, new creations, adjudicator fees, artist fees, and travel costs.

The **Professional Artists' Travel Fund** is available to professional artists and groups invited to take part in unexpected activities that will enhance their careers. Such activities would include the presentation, development, or celebration of the artist's work.

The **Labrador Cultural Travel Fund** provides travel assistance to residents of Labrador (adults and/or children over the age of 12) participating in arts and heritage activities on the island portion of the province, and to Labrador organizations hosting resource people from the island for seminars, workshops or similar events.

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. Offered in partnership with the Department of Education through its Cultural Connections Strategy, the program provides students with direct access to high quality artistic experiences. The program covers touring costs only.

ArtsSmarts seeks to afford schools and their communities a chance to explore artistic activities that are linked to educational outcomes, to encourage students to develop their intellectual skills through active participation in the arts, and to engage Canadians, particularly young people, in artistic activity with a view to developing supporters and practitioners of the arts and to nurturing creative thinkers. Schools and school boards can apply for funding to support an ArtsSmarts project.

The **Visiting Artist Program** supports initiatives to bring individual artists, groups of artists, or arts organizations into the school to provide students with direct personal contact with practicing professional artists. This program covers artists fees, materials, and travel costs. A teacher at any school in the provincial K-12 system may apply.

To ensure that its limited financial resources are used wisely and that decisions are made fairly and objectively, Council uses a **peer-assessment process** to determine funding for all its funding programs. Applications are reviewed and evaluated by independent peer-assessment committees, 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 peer assessment committee is determined after the closing date for applications. This enables the Arts Council to develop a qualified committee and to avoid potential conflicts of interest. The peer assessment committee is a recommending committee only. All decisions are reviewed and ratified by Council. Government members of Council and NLAC staff do not vote.

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 juries 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.

In addition, the Arts Council also provides a broad range of information and resources to the arts community and government; advises government on policy matters; and produces an annual Arts Awards show.

4.0 VALUES

While the Newfoundland and Labrador Arts Council aspires to many values, the key values upon which each individual of the NLAC will focus in the performance of their work in the current planning period are:

Partnerships and Collaboration: The NLAC will continue to build partnerships and collaborative relationships with the public and private sector to better meet our mandate.

Accessibility: The NLAC actively supports access to the arts for everyone.

Artistic Practice: The NLAC supports freedom of expression, diversity and excellence in artistic practice.

Artists' Status: The NLAC believes that artistic practice should be economically viable for the artist.

Flexibility and Responsiveness: The NLAC encourages arts community input and will change and evolve to meet changing needs.

Transparency and Accountability: The NLAC will develop policies and practices that meet high standards of transparency and accountability for the resources entrusted to our care.

5.0 PRIMARY CLIENTS

The Newfoundland and Labrador Arts Council works closely with numerous stakeholders.

- Professional Artists
- Professional Arts Organizations
- Professional Groups
- Amateur artists
- Amateur arts organizations
- Community arts organizations
- Schools and School Boards
- Departments of the federal, provincial and municipal governments.

6.0 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, and cultural community which is globally recognized for artistic excellence.

7.0 MISSION

The mission statement identifies the priority focus area of the Newfoundland and Labrador Arts Council over the next six years. It represents the key longer-term result that the NLAC will be working towards as we move forward on the strategic directions of government. The statement also identifies the measures and indicators that will assist both the NLAC and the public in monitoring and evaluating success.

The NLAC supports the creation and enjoyment of the arts through its programs. The NLAC will review and assess programs to determine the greatest possible value and impact and how better to deliver programs. These priorities support the focus areas of the strategic direction of Strengthen Cultural Sector Partnership and Support as articulated by the Minister of Tourism, Culture and Recreation.

Mission Statement

By 2017, the NLAC will have better supported the creation and enjoyment of the arts for the benefit of all Newfoundlanders and Labradorians.

The measures and indicators which will 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
Increased support to amateur artists and community arts organizations
Increased support to arts education through the ArtsSmarts, Visiting Artist Program and School Touring Program
Conducted annual reviews and assessments of programs

8.0 ISSUES

The following goals represent the focus of the Board for the fiscal years 2011-2014. The focus areas of the provincial strategic direction being supported are 1) Recognize and Support Artists and Cultural Professionals 2) Further Support Cultural Industries and Arts Organizations 3) Private Sector and Not-For-Profit Partnerships and Investment 4) Support Infrastructure for the Cultural Sector 5) Support for Aboriginal Culture 6) Expand Cultural Education and Outreach 7) Increase

Public Engagement in the Arts. The measures and indicators will assist the NLAC and the public in monitoring and evaluating success.

Issue 1: Artistic Excellence, Creativity and Innovation

The primary function of the Newfoundland and Labrador Arts Council is to develop and administer granting programs for artists and arts organizations. The NLAC strives to develop its programs in response to the changing needs of artists and arts organizations in the province. Programs for individual artists should be flexible and accessible. Over the past 30 years, tremendous changes have occurred in the arts community with emerging arts forms, technology and new media. Artists working in new and emerging arts forms and media need access to programs and services that will support their art form. Arts organizations need access to training in marketing, finances, audience development, governance, and planning - resources required for improvement and growth and ensuring that they have the capacity to pursue their mandates and be viable and sustainable over the course of their existence. This issue is in line with the provincial focus areas of the strategic direction to recognize and support artists and cultural professionals, further support cultural industries and arts organizations, support infrastructure for the cultural sector and support for aboriginal culture .

Goal 1: By 2014, the NLAC will have improved support for artistic excellence, creativity and innovation.

Measure: Improved support for artistic excellence, creativity and innovation

Indicators: Increased support for individual artistic creation, research, production and professional development

Increased support to arts organizations

Ensured granting structures effectively reflect artists and arts organizations practices in innovation, collaboration and experimentation

Objective 2012: By March 31, 2012 the NLAC will have improved support for artistic creation, research, production and professional development.

Measure: Increased support for individual artistic creation, research, production and professional development

Indicators: Reviewed NLAC granting structures to ensure that artists at all levels of professional practice are supported in artistic creation, research, production and professional development

Increased access to NLAC programs to all artists and arts organizations in

all geographic locations in Newfoundland and Labrador

Ensured that aboriginal artists have access to programs and services that promote, preserve and develop their art forms

Objective 2013: By March 31, 2013 the NLAC will have increased support to arts organizations.

Objective 2014: By March 31, 2014 the NLAC will have ensured granting structures effectively reflect artists and arts organizations practices in innovation, collaboration and experimentation.

Issue 2: Leadership, Advocacy and Public Value

The public consultations confirmed the importance of Council being a leader in the arts community, advocating on behalf of the community and promoting the value of arts. Our stakeholders expect us to encourage collaboration among organizations in the arts community, encourage partnerships beyond the arts community, provide leadership on issues facing artists, and raise the visibility of the arts in public policy development. They expect us to take a greater role in advocating for the arts and in building connections that advance NL artists and arts organizations. This issue is in line with the provincial focus areas of the strategic direction to recognize and support artists and cultural professionals, further support cultural industries and arts organizations, private sector and not-for-profit partnerships and investment, support infrastructure for the cultural sector, support for aboriginal culture and increase public engagement in the arts.

Goal 2: By 2014, the NLAC will have been an effective leader and advocate in the arts community and promoted the value of the arts in peoples lives.

Measure: Effective leader and advocate in the arts community and in promoting the value of the arts in peoples lives

Indicators: Promoted partnerships between the arts community and broader communities of interest

Implemented a public awareness campaign to enhance recognition and support for professional artists and the valuable contribution they make to the province's society and economy

Worked to ensure that public policy decision-makers consider the public value of the arts when making policy decisions

Objective 2012: By March 31, 2012 the NLAC will have promoted partnerships between the

arts community and broader communities of interest.

Measure: Promoted partnerships between the arts community and broader communities of interest

Indicators: Developed partnerships with Canadian Public Arts Funders to increase opportunities for the Newfoundland and Labrador artists and arts organizations

Partnered to support business and arts engagement

Built stronger relationships with sectoral organizations to improve services to artists and arts organizations

Objective 2013: By March 31, 2013 the NLAC will have implemented a public awareness campaign to enhance recognition and support for professional artists and the valuable contribution they make to the province's society and economy.

Objective 2014: By March 31, 2014 the NLAC will have worked to ensure that public policy decision-makers consider the public value of the arts when making policy decisions.

Issue 3: Education, Awareness and Engagement

Newfoundlanders and Labradorians value the important role that the arts play in contributing to the quality of their lives and the vibrancy of their communities. The arts offer opportunities to deepen our appreciation of our diversity and heritage. People have opportunities, at all stages of their lives to learn about the arts. Children and adults who are exposed to arts education broaden their understanding of the world and strengthen their capacity for creativity and innovation. Artists in rural NL are strongly attached to their communities and their art is powerfully shaped by a strong connection to the land. At the same time rural artists and arts organizations face challenges of higher costs for materials and travel and have fewer opportunities for professional development. This issue is in line with the provincial focus areas of the strategic direction to recognize and support artists and cultural professionals, further support cultural industries and arts organizations, private sector and not-for-profit partnerships and investment, support infrastructure for the cultural sector, support for aboriginal culture, expand cultural education and outreach and increase public engagement in the arts.

Goal 3: By 2014, the NLAC will have encouraged and supported opportunities for all Newfoundlanders and Labradorians to engage in and experience arts and cultural activities.

- Measure:** Encouraged and supported opportunities for all Newfoundlanders and Labradorians to engage in and experience arts and cultural activities
- Indicators:** Developed effective partnerships among key cultural and educational stakeholders
- Fostered and encouraged professional interaction among artists, arts organizations, teachers, students and communities
- Implemented a public awareness campaign about the enjoyment and benefits of participating and engaging in the arts
- Objective 2012:** By March 31, 2012 the NLAC will have developed effective partnerships among key cultural and educational stakeholders.
- Measure:** Developed effective partnerships among key cultural and educational stakeholders
- Indicators:** Built stronger relationships with cultural and educational stakeholders to leverage support for Newfoundland and Labrador artists and arts organizations
- Explored possibilities for funding partnerships
- Worked with the Department of Education (Cultural Connections Strategy) to identify gaps in existing arts programming in schools
- Objective 2013:** By March 31, 2013 the NLAC will have fostered and encouraged professional interaction among artists, arts organizations, teachers, students and communities.
- Objective 2014:** By March 31, 2014 the NLAC will have implemented a public awareness campaign about the enjoyment and benefits of participating and engaging in the arts

**APPENDIX 1 – STRATEGIC DIRECTIONS OF THE DEPARTMENT OF TOURISM,
CULTURE AND RECREATION**

Strategic Directions are the articulation of desired physical, social or economic outcomes and normally require action by more than one government entity. These directions are generally communicated by Government through platform documents, Throne and Budget Speeches, policy documents, and other communiqués. The Transparency and Accountability Act requires departments and public bodies to take into account these strategic directions in the preparation of their performance-based plans. This action will facilitate the integration of planning practices across Government and will ensure that all entities are moving forward on key commitments.

Strategic Directions that are relevant to the Newfoundland and Labrador Arts Council are:

1. STRENGTHEN CULTURAL SECTOR PARTNERSHIP AND SUPPORT

Outcome: Stronger partnerships are forged within a collaborative atmosphere in order to increase awareness of, and support for, artists, cultural professionals, the cultural industries as well as the community.

Focus Areas of the Strategic Direction	This Direction is to be addressed by the NLAC		
	In their Activity Plan	In their Operational Plan	In their Work Plan
Further advance the strategic cultural plan and its ten key directions	•		
Recognize and support Artists and Cultural Professionals	•		
Continue to support cultural industries and cultural organizations (arts and heritage)	•		
Investigate private sector and not-for-profit partnerships and investment	•		
Pursue opportunities to maximize tourism through arts and culture	•		
Support infrastructure for the Cultural Sector	•		
Collaborative support for Aboriginal culture	•		
Expand cultural education and outreach	•		
Increase public engagement in arts and heritage	•		