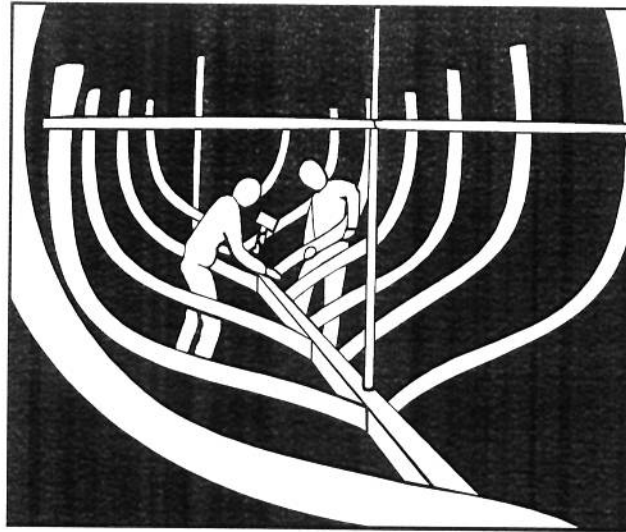


NEWFOUNDLAND AND
LABRADOR ARTS COUNCIL
ACTIVITY PLAN
2014-2017



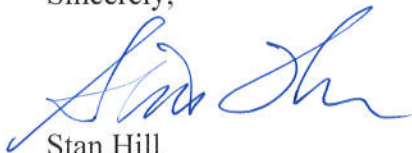
CHAIRPERSON'S MESSAGE

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 2014 to 2017.

The Newfoundland and Labrador Arts Council was created in 1980 by the *Arts Council Act*. Council's mandate 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. This is achieved primarily through its ten granting programs for artists, arts groups and organizations and schools.

The priorities outlined in the plan support the strategic direction articulated by the Minister of Tourism, Culture and Recreation in the area of Strengthening and Growing Our Culture. 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,



Stan Hill
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

Stan Hill	Conne River, Chair	Visual Arts
Todd Hennessey	Corner Brook, Co-Vice Chair	Theatre
Christina Parker	St. John's, Co-Vice Chair	Business
Annemarie Christie	St. John's	Music
Jerry Doyle	Kippens	Theatre
Pierre LeBlanc	Corner Brook	Visual Arts
Lisa McDonald	St. John's	Community
Lisa Moore	St. John's	Writing
Richard Neville	Happy Valley-Goose Bay	Music
Derek Norman	St. John's	Film
Helen Peters	St. John's	Writing
Marie Steffen	St. John's	Dance
Eleanor Dawson	Director of Arts, Department of Tourism, Culture and Recreation	

Arts Council Staff (St. John's Office)

Reginald Winsor	Executive Director
Kenneth Murphy	Program Manager
Katrina Rice	Program Officer
Joshua Jamieson	Communications Officer
Jennifer Cummings	Program Assistant
Amanda Hann	Office Assistant

Arts Council Staff (Labrador Outreach Office)

Donna Roberts	Labrador Cultural Outreach Officer
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Fax: (709) 896-9564
E-Mail: droberts@nf.aibn.com

Financial Information(2013-2014)

In 2013-14, 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 (NLAC) is to develop and administer grant programs for professional artists and arts organizations, community groups and schools. Currently the NLAC achieves this through ten funding programs.

The NLAC initiates partnerships with the business community and other funding agencies.

The NLAC produces an annual arts awards show designed to honour the accomplishments of Newfoundland and Labrador artists.

The NLAC manages the BMO Winterset Award, the Lawrence Jackson Writing Award and the Rhonda Payne Theatre Award..

The NLAC provides information and resources to the arts community in the areas of technology and social media, 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.

4.0 VALUES

While the NLAC 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: Each individual of the NLAC will continue to build partnerships and collaborative relationships with the public and private sector to better meet our mandate.

Accessibility: Each individual of the NLAC actively supports access to the arts for everyone.

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

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

Flexibility and Responsiveness: Each individual of the NLAC encourages arts community input and will change and evolve to meet changing needs.

Transparency and Accountability: Each individual of 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 NLAC 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

- Business Community

6.0 VISION

The vision of the NLAC 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 NLAC over the next three 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 Strengthening and Growing Our Culture 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 2014-2017. This issue is in line with the Province's Strategic Direction Focus Areas to 1) Recognize and Support Artists and Cultural Professionals and 2) Work Collaboratively with the Cultural Sector and the Tourism Industry on Cultural Tourism. The measures and indicators will assist the NLAC and the public in monitoring and evaluating success.

Issue 1: Support and Focused Investments

The primary function of the NLAC is to develop and administer granting programs for artists and arts organizations. Over the past 34 years, tremendous changes have occurred in the arts community with emerging art forms, technology and new media. Many artists are expressing an interest in export opportunities. Emerging artists require mentorship and access to financial investment. For artists and arts organizations alike, the needs are great, calling for increased funding and focused investments coordinated with a diverse partnership base. This issue is in line with the provincial focus areas of the strategic direction to recognize and support artists and cultural professionals and to work collaboratively with the cultural sector and the tourism industry on cultural tourism.

Goal 1: By March 31, 2017 the NLAC will have worked to improve support to Newfoundland and Labrador artists and arts organizations through focused investments.

Measure: Improved support to Newfoundland and Labrador artists and arts organizations through focused investments.

Indicators: Supported local, regional and rural arts activities through focused programs and partnerships with the business community

Intensified efforts to increase NLAC funding partnerships.

Worked with stakeholders to coordinate and maximize available resources.

Objective 2015: By March 31, 2015 the NLAC will have supported local, regional, and rural arts activities through focused programs and partnerships with the business community

Measure: Supported local, regional and rural arts activities through focused programs and partnerships with the business community.

Indicators: Built stronger relationships with the business community to leverage support for Newfoundland and Labrador artists and arts organizations

Explored possibilities for funding partnerships

Worked with the Business and Arts Newfoundland and Labrador to create linkages among artists, arts organizations and groups and the business community.

Objective 2016: By March 31, 2016 the NLAC will have intensified efforts to increase Newfoundland and Labrador Arts Council funding partnerships.

Objective 2017: By March 31, 2017 the NLAC will have worked with stakeholders to coordinate and maximize available resources

Issue 2: Creative Partnerships, Collaborations and Connections

The NLAC has identified opportunities to better focus and coordinate investments and programming through stronger creative partnerships, collaborations and connections with government, business, arts organizations, communities and stakeholders. The Council firmly believes that these approaches will assist us to build on each others capabilities and energy for the benefit of all. This issue is in line with the provincial focus areas of the strategic direction to recognize and support artists and cultural professionals and to work collaboratively with the cultural sector and the tourism industry on cultural tourism.

Goal 2: By March 31, 2017, the NLAC will have taken the lead in creating partnerships, collaborations and connections that advance Newfoundland and Labrador artists and arts organizations.

Measure: Taken the lead in creating partnerships, collaborations and connections

Indicators: Sought partnerships between the arts and other sectors, including education, tourism, business and arts sector organizations.

Collaborated with Aboriginal agencies to increase support and recognition of Aboriginal artists and organizations.

Built stronger connections with communities, municipalities, provincial and federal governments to leverage support for Newfoundland and Labrador artists and arts.

Objective 2015: By March 31, 2015 the NLAC will have sought to increase partnerships between arts and other sectors, including education, tourism, business and arts sector organizations.

Measure: Increased partnerships sought between arts and other sectors, including education, tourism, business and arts sector organizations.

Indicators: Partnered with Business and Arts Newfoundland and Labrador to identify opportunities to better focus and coordinate investments to meet the needs of

artists and arts organizations.

Partnered with the Cultural Human Resources Council to identify and provide professional development opportunities for Newfoundland and Labrador artists and arts organizations.

Partnered with Arts Sector Organizations and the Business community to provide social media and grant writing workshops.

Partnered with the Atlantic Public Arts Funders in establishing a joint regional strategy for arts development initiatives.

Objective 2016: By March 31, 2016 the NLAC will have collaborated with Aboriginal agencies to increase support and recognition of Aboriginal artists and organizations.

Objective 2017: By March 31, 2014 the NLAC will have built stronger connections with communities, municipalities, provincial and federal governments to leverage support for Newfoundland and Labrador artists and arts.

Issue 3: Communications, Outreach and Access

The purpose of the NLAC is to foster and promote the creation and enjoyment of the arts for the benefit of all Newfoundlanders and Labradorians. This means ensuring all Newfoundlanders and Labradorians have equal access to NLAC programs, resources and services. Our stakeholders expect us to provide access to information and resources in a timely and efficient manner. This issue is in line with the provincial focus areas of the strategic direction to recognize and support artists and cultural professionals and to work collaboratively with the cultural sector and the tourism industry on cultural tourism.

Goal 3: By March 31, 2017, the NLAC will have improved outreach and access to the NLAC programs, resources and services.

Measure: Improved outreach and access to the NLAC programs, resources and services

Indicators: Developed a province wide outreach plan for artists and arts organizations to improve their access to NLAC programs, resources and services.

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

Made the application process more user-friendly

Objective 2015: By March 31, 2015 the NLAC will have developed a province wide outreach plan for artists and arts organizations to improve their access to NLAC programs, resources and services.

Measure: Developed a province wide outreach plan for artists and arts organizations to improve their access to NLAC programs, resources and services.

Indicators: Implemented Phase Two of Council's Social Media Strategy.

Used current technology to improve access and quality of services to artists, arts organizations and the public.

Increased NLAC information sessions and grant writing workshops.

Revised NLAC website to improve communications.

Objective 2016: By March 31, 2016 the NLAC will have ensured that aboriginal artists have access to programs and services that promote, preserve and develop their art forms

Objective 2017: By March 31, 2017 the NLAC will have made the application process more user-friendly

Appendix 1 – Strategic Directions

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 will ensure that all entities are moving forward on key commitments.

The Strategic Direction that is relevant to the Newfoundland and Labrador Arts Council is Strengthening and Growing our Culture

Outcome: A strengthened cultural sector that preserves our tangible and intangible heritage, celebrates our creativity, and grows our cultural enterprises.

Focus Areas of the Strategic Direction	Addressed in the NLAC Activity Plan
Recognize and support artists and cultural professionals.	•
Work collaboratively with the cultural sector and the tourism industry on cultural tourism.	•