

MAR - 6 2009

Mr. William MacKenzie
Clerk of the House
House of Assembly
P.O. Box 8700
St. John's, NL
A1B 4J6

Dear Mr. MacKenzie:

Re: 2008-2011 Activity Plan

I am pleased to provide 10 paper copies of the amended *Newfoundland and Labrador Arts Council Activity Plan 2008-2011*. It has also been forwarded to the House of Assembly in digital format.

This Activity Plan was originally tabled on June 30, 2008, and is now being tabled to revise the identified objective, measure and indicator information. These revisions have been made to better align the projected results identified in the 2008-11 Activity Plan with the Board's intended work for the next three years. The Board of the Newfoundland and Labrador Arts Council believes that these revisions will provide the public with an improved identification of planned progress for its priority focus areas thereby enhancing the public's understanding of how it intends to fulfill its mandate.

Please distribute these, at your discretion, to the Members of the House of Assembly.

I trust this is satisfactory.

Sincerely,



CLYDE JACKMAN, M.H.A.

Burin-Placentia West
Minister

Attachment

NEWFOUNDLAND AND
LABRADOR ARTS COUNCIL
ACTIVITY PLAN
2008-2011



CHAIRPERSON'S MESSAGE

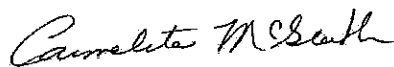
In accordance with the Transparency and Accountability Act requirements for category 3 government entities, I am pleased to present the activity plan for the Newfoundland and Labrador Arts Council for 2008 to 2011. The attached document is being tabled to revise the objective, measure and indicator information identified. The revisions have been made to better align the projected results identified in the 2008-11 Activity Plan with the Board's intended work for the next three-year period. The Board believes that these revisions will provide the public with an improved identification of planned progress for its priority focus areas thereby enhancing the public's understanding of how it intends to fulfill its mandate.

In June 2006, the Arts Council released *Encouraging Excellence: A Strategic Framework for the Arts*. This strategic framework provided the Newfoundland and Labrador Arts Council with focus and clear directions for fostering and promoting artistic creation and the enjoyment of the arts for the benefit of all Newfoundlanders and Labradorians. It highlighted the strengths we can build on and the weaknesses we will address. Moreover, it serves as an important tool for demonstrating strong stewardship, accountability and transparency.

This strategic framework provided a long-term vision for the arts in the province and supported the development of an annual operational plan that Council will review on at least a semi-annual basis, and where warranted, adjust operational priorities to meet changing needs and external conditions.

This framework also established a firm foundation for 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 directions articulated by the Minister of Tourism, Culture and Recreation in the areas of Culture and Heritage. 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. The Board is accountable for the preparation of this plan as well as for the achievement of the specific goals and objectives contained therein.



Carmelita McGrath
Chair
Newfoundland and Labrador Arts Council

TABLE OF CONTENTS

1.0	OVERVIEW.....	1
2.0	MANDATE.....	2
3.0	LINES OF BUSINESS.....	2
4.0	VALUES.....	4
5.0	PRIMARY CLIENTS.....	4
6.0	VISION.....	5
7.0	MISSION.....	5
8.0	ISSUES	6
9.0	APPENDIX A: GOVERNMENT COMMITMENTS 2008 TO 2011.....	11

1.0 OVERVIEW

The Newfoundland and Labrador Arts Council (NLAC) is a not-for-profit organization created in 1980 through provincial legislation called the Arts Council Act.

The Arts Council comprises 10 practising artists representing all disciplines and all regions of the province and two representatives from the Department of Tourism, Culture and Recreation. Council members serve on a volunteer basis for a three-year term. There are six 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
Mary Walsh	St. John's, Co-Vice Chair	Theatre
Kim Wiseman	Gander, Co-Vice Chair	Music
Tom Gordon	St. John's	Music
Calla Lachance	St. John's	Dance
Randall Maggs	Corner Brook	Writing
Barry Nichols	St. John's	Theatre
Derek Norman	St. John's	Film
Lloyd Pretty	Stephenville	Visual Arts
Barbara Wood	Happy Valley-Goose Bay	Visual Arts
Mark Jones	Assistant Deputy Minister, Culture and Recreation, Department of Tourism, Culture and Recreation	
Eleanor Dawson	Director of Arts, Department of Tourism, Culture and Recreation	

Arts Council Staff

Reg Winsor	Executive Director
Ken Murphy	Program Manager
Katrina Rice	Program Officer
Janet McDonald	Communications Officer
Jennifer Cummings	Administrative Assistant
Donna Roberts	Labrador Cultural Outreach Officer
Christina Dicks	Program Assistant

Contact Information

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E-Mail: nlacmail@nfld.net
Website: www.nlac.nf.ca

Financial Information(2008-2009)

In 2008-09, the Newfoundland and Labrador Arts Council's total budget was approximately 2 million.

2.0 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.

3.0 LINES OF BUSINESS

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

Professional Project Grants Program is available to individual artists, groups, and organizations. Project grants can support production, operating and travel costs related to productions, purchase of materials, fees for service supplies, professional development, and living expenses for individual artists.

Professional Arts Organizations Sustaining Grants are available to professional arts organizations and arts service organizations. These grants provide assistance towards administration and project costs with a guaranteed minimum grant for a three-year period.

Professional Festivals Program provides assistance to professional festivals or series running for a concentrated period of time once a year. Professional festivals or series would pay recognized rates of payment for artists and staff. Applicants must operate as a not-for-profit festivals.

Community Arts Program provides assistance to community based not-for-profit arts organizations. This program can assist with arts presentations, productions, new creation, adjudicator fees, etc.

Professional Artists' Travel Fund provides travel assistance to professional artists taking part in unforeseen or unexpected activities which are career enhancing. Such activities must involve a significant discussion, presentation or celebration of the applicant's work and/or an opportunity to enhance his/her career.

ArtsSmarts seeks to afford schools and their communities a chance to enhance 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 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.

Visiting Artist Program supports initiatives to bring the province's art into schools. Schools can apply for funding to have an artist, group of artists, or arts organization come to the school to present artists' talks, conduct readings, offer performances, lead art workshops with students etc.

School Touring Program provides assistance to professional artists and arts organizations to offer significant tours to schools throughout the province.

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 to Labrador organizations to bring in resource people from the island for seminars, workshops or similar events.

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 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 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 the Board and staff 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. The NLAC will work cooperatively and constructively with clients and stakeholders.

Accessibility: The NLAC actively supports access to the arts for everyone. The NLAC will implement a communications plan that promotes and raises awareness of the vital role of the arts in society.

Artistic Practice: The NLAC supports freedom of expression, diversity and excellence in artistic practice. The NLAC will revamp professional grant programs supported by appropriate guidelines and the peer assessment process.

Artists' Status: The NLAC believes that artistic practice should be economically viable for the artist. The NLAC will increase funding support to core programs and encourage status of the artist legislation.

Flexibility and Responsiveness: The NLAC encourages arts community input and will change and evolve to meet changing needs. The NLAC will consult with key stakeholders every three years.

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. The NLAC will conduct an annual review and assessment of NLAC programs to ensure human and financial resources provide the greatest possible value and impact.

5.0 PRIMARY CLIENTS

The Newfoundland and Labrador Arts Council works closely with numerous stakeholders, including:

- Professional artists
- Professional arts organizations
- Amateur artists
- Amateur arts organizations
- Community arts organizations
- Schools

The NLAC also works with many 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 arts and cultural community which is globally recognized for artistic excellence.

7.0 MISSION

The mission statement identifies the priority focus areas of the Newfoundland and Labrador Arts Council over the next three years. It represents the key longer-term results that the NLAC will be working towards as we move forward on the strategic directions of government. The statement also identifies the measure(s) and indicator(s) 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.

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.

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 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 2008-2011. The strategic directions being supported are 1) Support and Recognition of Professional Artists and their Endeavours 2) Develop Creative Enterprises and Cultural Industries 3) Preserve, Protect and Strengthen Cultural Heritage, as articulated by the Minister of Tourism, Culture and Recreation in the areas of Culture and Heritage. The measures and indicators will assist the NLAC and the public in monitoring and evaluating success.

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 issue is in line with the provincial strategic direction of Support and Recognition of Professional Artists and their Endeavours.

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

Measure: Improved support for artistic excellence through focused investments

Indicators: Intensified efforts to increase the NLAC's core funding to meet the needs of artists and arts organizations;

Reviewed and revised current funding programs to ensure a more comprehensive approach to meeting the needs of the arts community;

Placed additional focus on professional development, both through collaboration with other organizations and through direct delivery;

Revised guidelines to maintain the principle and strengthen the process of peer assessment;

Worked with other agencies to coordinate and maximize available resources.

Objective 2009: By March 31, 2009 intensified efforts to increase the NLAC's core funding to meet the needs of artists and arts organizations.

Measure: Intensified efforts to increase the NLAC's core funding to meet the needs of artists and arts organizations

Indicators: Increased funding available in current grant programs and introduced a new Professional Festivals Grant Program;

Partnered with the Department of Education's Cultural Connection Strategy to fund the ArtsSmarts and the School Touring Program;

Partnered with the Newfoundland and Labrador Teachers' Association and the Department of Education's Cultural Connection Strategy to fund the Visiting Artists Program.

Objective 2010: By March 31, 2010 the NLAC will have ensured a more comprehensive approach to meeting the needs of the arts community.

Objective 2011: By March 31, 2011 the NLAC will have maximized available resources and placed additional focus on professional development.

Issue 2: Effective Leader and Advocate

Currently within the province's arts community, insufficient research exists to monitor the growth and development of the arts. Inadequate resources for information and communications impact Council's ability to advocate effectively for increased arts investment and 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 issue is in line with the provincial strategic directions of Support and Recognition of Professional Artists and their Endeavours and in developing Creative Enterprises and Cultural Industries.

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

Measure: Effective leader and advocate, in fostering and promoting the arts in Newfoundland and Labrador

Indicators: Promoted the role of the Newfoundland and Labrador Arts Council and created opportunities for artists to network and access information;

Implemented an advocacy plan to promote the vital role of the arts in our society;

Developed research capacity so that the Newfoundland and Labrador Arts Council is a credible and authoritative voice for arts policy development.

Objectives 2009 By March 31, 2009 will have implemented key priority strategies of a communications plan that promotes the role of the Newfoundland and

Labrador Arts Council and creates opportunities for artists to network and access information.

Measure: Implemented key priority strategies of a communications plan that promoted the role of the Newfoundland and Labrador Arts Council and created opportunities for artists to network and access information

Indicators: Increased availability of NLAC application forms;

Increased availability of NLAC nomination forms;

Increased accessibility of NLAC final report forms;

Increased information about artists, arts organizations and schools that have received funding from the Arts Council;

Increased information about NLAC activities;

Increased information related to key issues that artists and arts organizations are facing;

Increased information sessions and grant writing workshops throughout Newfoundland and Labrador.

Objectives 2010: By March 31, 2010 will have implemented an advocacy plan that promotes the vital role of the arts in our society.

Objectives 2011: By March 31, 2011 developed research capacity so that the NLAC is a credible and authoritative voice for arts policy development.

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 heritage. Children and adults who are exposed to arts education broaden their understanding of the world and strengthen their capacity for creativity and innovation. This issue is in line with the provincial strategic directions of Support and Recognition of Professional Artists and their Endeavours and in Preserving, Protecting and Strengthening Cultural Heritage.

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

Measure: Public awareness and participation, community involvement, and education in the arts

Indicators: Strengthened linkages among amateur artists and groups, community groups and professional artists to strength artistic practice and participation throughout the province;

Strengthened and broadened the role of the professional artist in formal education and lifelong learning;

Took a lead role in promoting the arts to build audiences and broad-based participation, and to reflect cultural and artistic diversity;

Objectives 2009: By March 31, 2009 the NLAC will have strengthened linkages among amateur artists and groups, community groups and professional artists to strength artistic practice and participation throughout the province.

Measure: Strengthened linkages among amateur artists and groups, community groups and professional artists to strength artistic practice and participation throughout the province

Indicators: Held annual NLAC Arts Awards show and gala that honours and highlights the accomplishments of Newfoundland and Labrador artists;

Continuation of Community Arts Program funding available to community based not-for-profit arts organizations and groups;

Secured funding for the continuation of Arts in Education Programs that support artists who bring their artistic practice to schools;

Introduced a Mentorship Program that allowed an artist who was experienced with the ArtsSmarts program to mentor a new artist interested in learning more about the program and how artists work in the schools.

Objectives 2010: By March 31, 2010 the NLAC will have strengthened and broadened the role of the professional artist in formal education and lifelong learning.

Objective 2011: 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.

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 issue is in line the provincial strategic direction of Support and Recognition of Professional Artists and their Endeavours.

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.

Measure: Raised standard of stewardship, accountability and transparency in all Newfoundland and Labrador Arts Council operations.

Indicators: Conducted an annual review and assessment of NLAC programs to ensure human and financial resources provide the greatest possible value and impact;

Ensured program information and processes are open, accessible and easily understood;

Consulted with key stakeholders as a basis for determining governance and operational strategy;

Ensured an effective and efficient governance model is in place to support program delivery;

Objectives 2009: By March 31, 2009 the NLAC will have strengthened the processes in place to ensure program effectiveness.

Measure: Strengthened the processes in place to ensure program effectiveness

Indicators: Ensured appropriate levels of staffing and funding requirements for all NLAC programs;

Ensured program guidelines and criteria are easily understood;

Planned and identified the locations of the next series of public consultations;
Ensured goals and objectives are progressing as intended;

Objectives 2010: By March 31, 2010 the NLAC will have consulted with key stakeholders as a basis for determining governance and operational strategy and ensuring an effective and efficient governance model is in place to support program delivery.

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

9.0 APPENDIX A: GOVERNMENT COMMITMENTS 2008 TO 2011

This section provides an overview of the Department of Tourism, Culture and Recreation's Government Commitments 2008 to 2011

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 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 (NLAC) are:

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.

Sustainable creative enterprises and cultural industries (including heritage industries) are developed.

Newfoundland and Labrador's distinctive tangible and intangible cultural heritage is preserved, protected and strengthened.

Support and Recognition of Professional Artists and their Endeavours

Strategic Direction: 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.

Clarifying Statement: This outcome supports the policy direction of government and requires intervention by the NLAC and its stakeholders in the following components which must be addressed to achieve this strategic direction:

- Recognition of professional artists, improving working conditions for artists (Status of the Artist)
- Awareness of, and support to, artists and cultural professionals

- Expansion of cultural awareness and curriculum education
- Developing and implementing a Strategy for New Media Industry
- Supporting infrastructure for creation, performance, exhibition and conservation
- Developing private sector partnerships and investment.

Creative Enterprises and Cultural Industries

Strategic Direction: Sustainable creative enterprises and cultural industries (including heritage industries) are developed.

Clarifying Statement: This outcome supports the policy direction of government and requires intervention by the NLAC and its stakeholders in the following components which must be addressed to achieve this strategic direction:

- Export of cultural products.

Cultural Heritage

Strategic Direction: Newfoundland and Labrador's distinctive tangible and intangible cultural heritage is preserved, protected and strengthened.

Clarifying Statement: This outcome supports the policy direction of government and requires intervention by the NLAC and its stakeholders in the following components which must be addressed to achieve this strategic direction:

- Preserving, protecting and strengthening intangible cultural heritage and traditional arts